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THE CORPORATE VIEW:
HOW BUSINESS EXECUTIVES RATE THEIR
TRADE ASSOCIATIONS

A SURVEY CONDUCTED BY

THE GALLUP ORGANIZATION, INC.

ON BEHALF OF

THE ASAE FOUNDATION

THIS SURVEY WAS MADE POSSIBLE

BY A GRANT FROM

MARRIOTT HOTELS

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PREFACE

Organizations cannot exist in vacuums. They all must satisfy various publics, and their success depends largely upon how well they perform that task.

Businesses have one relatively simple way of measuring the satisfaction of the people who buy and use their products and services: sales figures. For the trade associations that represent them, however, this appraisal is far more difficult. Membership figures are important, of course, but they don't tell the whole story. At a time when associations are striving to expand their role and influence in American society, it is essential for them to have a clear understanding of how their members--and society as a whole--feel about them.

The ASAE Foundation, in an effort to help trade associations gain a better comprehension of where they stand in the opinions of their members and other publics, commissioned the Gallup Organization, Inc., to survey the chief executive officers of some of the nation's largest corporations. The findings from that survey of more than 500 business leaders are the subject of The Corporate View.

We hope that you will find the information contained in this report to be both interesting and useful. Your knowledge of how corporate executives view trade associations can be a valuable tool for you as you plan and develop long-range strategies, membership development campaigns, educational programs, publication projects, and member services.

If you plan to conduct a similar survey of your own members, or if you would like to recommend other potential areas of research for the ASAE Foundation, please let us hear from you.

* * *

A number of people and organizations deserve special mention here for their contributions to this project. First of all, the ASAE Foundation

wishes to express its deep gratitude to Marriott Hotels and particularly to Edwin D. Fuller and Fletch Waller, Jr., of that organization. Without their sponsorship, encouragement, and good counsel, this study would not have been possible.

The Foundation also gratefully acknowledges Nancy M. Nygreen, Lawrence Hugick, and Corinne Kyle of the Gallup Organization for their cooperation and guidance in the development of the survey and for their superb work in producing this report.

Special thanks to R. William Taylor, CAE, Jon P. Grove, CAE, Sam Freedenberg, Robert H. Steel, CAE, and Ilsa Whittemore, all of the ASAE staff, who helped shepherd this project through from beginning to end.

And finally, we deeply appreciate the continued support and encouragement of those associations and individuals whose voluntary contributions to the ASAE Foundation help promote the art and science of association management through studies such as The Corporate View.

Dwight C. Reed
Chairman
Board of Directors
ASAE Foundation

INTRODUCTION

This is a study of the attitudes of corporate executives toward trade associations conducted by The Gallup Organization, Inc. on behalf of the Foundation of the American Society of Association Executives. The major objectives of this survey were as follows:

- To measure the level of corporate activity in trade associations
- To determine the perceived benefits of association memberships and their importance to businesses
- To determine the perceived effectiveness of associations in performing specific functions
- To determine how executives feel associations can better meet the needs of their members

How Survey Was Conducted

A total of 538 interviews - 105 with executives from Fortune* companies and 433 with those from medium-sized companies - were conducted by telephone between April 4 and May 5, 1982. Prior to these interviewing dates, the chief executive officers of the companies included in the sample were sent a letter from Gallup explaining the intentions of the survey. These CEOs were asked to provide the name of a person in their company who is most knowledgeable about the company's memberships in trade associations. The individuals whose names were provided by CEOs were the corporate executives actually interviewed.

Fortune companies were represented by a random sample of companies drawn from a list published by Fortune magazine.* The sample of medium-sized companies was drawn from a list of about 3.5 million companies published by Dun and Bradstreet, Inc.** These companies were defined as those not large enough to qualify as Fortune 1300 companies, but with sales of at least $20 million per year.

A copy of the letter sent to CEOs, a copy of the questionnaire, tables of recommended sampling tolerances, and the final comments of respondents can be found in the Technical Appendix of this report.

*Fortune companies are those corporations on the Fortune 1300 listing. The list consists of the largest 1,000 U.S. industrial companies plus the 50 largest nonindustrial companies in each of the following six categories: Utilities, transportation, retailing, commercial banking, life insurance, and diversified financial.

** Source: Dun and Bradstreet, Inc., Million Dollar Directory, 1982 (Parsippany, NJ: Dun's Marketing Services, 1981)

SUMMARY OF FINDINGS

SUMMARY OF FINDINGS

Activity in Associations

Survey results indicate that a substantial majority (over 80%) of large and medium-sized U.S. corporations are at least moderately active in trade associations. In fact, 52% of Fortune and 42% of medium-sized companies are described by members of their management as very active in associations. This high degree of activity is not surprising when one considers that in most companies (80%) a corporate executive either currently serves on the board of a trade association or has held such a position within the last three years.

Businessmen who describe their companies as not very active in associations generally cannot give a specific reason for their inactivity; most merely say association memberships provide little or no benefits to their company.

Assessment of Associations' Performance

Most executives feel that their company benefits moderately from its memberships in trade associations. Some 24% believe their company benefits greatly from its memberships in trade associations, while 52% feel the benefits are moderate, and 23% feel the benefits are very small or nonexistent.

Almost three quarters (73%) of the company executives feel that trade associations provide at least a fair amount of guidance and leadership for their industry.

Management performance of the staff executives of trade associations receives high marks: 30% rate management performance excellent; 46% rate it good; and only 19% rate it fair or poor. Moreover, 51% feel management performance has improved in the last ten years; only 4% feel it has deteriorated.

In keeping with their generally positive assessments of trade associations, a majority of corporate executives -- 51% -- believe that their company would suffer if associations were prohibited by law. However, a sizable number of executives feel their company could do well without them: 40% feel little or no handicap to their company would result if associations were prohibited by law.

Future Importance of Associations

The majority (55%) of executives expect trade associations to become more important to their corporate operations in the next five years. In contrast, only one in six (17%) feels their importance will decline. Even among executives who feel their company receives little or no benefits from its present memberships, a larger proportion feels associations will become more important (36%) than feels their importance will decline (29%) over the next five years.

Attitudes Toward Specific Association Functions

In the view of most corporate executives, the single most important trade association function is presenting industry's position to government. This was selected as a highly important function of trade associations by roughly 55% of Fortune and medium-sized company executives.

On the whole, businessmen appear pleased with association effectiveness in this key area. Nine out of ten executives rate the trade associations as being at least somewhat effective in presenting industry's position to government, including 41% of Fortune and 53% of medium-sized company executives who consider associations very effective in this area.

Providing a forum in which businessmen can meet vendors or competitors is the service executives mention next most often as an important trade association function. Roughly 70% feel associations are at least somewhat effective in this area.

Certainly, though, it appears to be a function far less important to businessmen than that of presenting industry's position to government - only one in five (20%) named providing a forum as a more important function of trade associations.

The other functions are mentioned by more than 15% of executives in either company size as being more important. "Keeping your company informed about new developments" is cited by executives from both company sizes. Roughly 85% feel associations are at least somewhat effective in providing this service. "Determining industry standards" is a highly important function to nearly 20% of Fortune executives; most assess trade associations as very (41%) or fairly (39%) effective in this area.

The following two tables present the data for those functions termed "more important" by the greatest proportions of Fortune and medium-sized company executives:

	Based on Fortune Company Executives (N=105)				
	Percent Naming Each a More Important Function	Associations' Effectiveness at Performing Each Function			
Trade Association Functions		Very Effective	Somewhat Effective	Not Effective	Not Rated
	%	%	%	%	%
Presenting industry's position to government	(57)	41	52	3	4
Providing a forum to meet vendors or competitors to discuss mutual problems and make potential client contacts	(21)	26	37	24	13
Determining industry standards	(18)	41	39	13	7
Keeping your company informed of new developments in the industry	(17)	36	47	15	2

NOTE: This table includes only those trade association functions called "more important" by at least 15% of Fortune company executives surveyed.

Trade Association Functions	Based on Medium-Sized Company Executives (N=433)				
	Percent Naming Each a More Important Function	Associations' Effectiveness at Performing Each Function			
		Very Effective	Somewhat Effective	Not Effective	Not Rated
	%	%	%	%	%
Presenting industry's position to government	(55)	53	36	8	3
Providing a forum to meet vendors or competitors to discuss mutual problems and make potential client contacts	(20)	36	34	22	8
Keeping your company informed of new developments in the industry	(18)	48	37	12	3

NOTE: This table includes only those trade association functions called "more important" by at least 15% of medium-sized company executives surveyed.

Although fewer than 15% of the executives in either company size feel each of the following functions is of substantial importance, executives largely believe trade associations are at least moderately effective in providing these services:

- Forecasting future problems to be faced by the industry
- Continuing education
- Maintaining good relations between industry and the public
- Promoting public image
- Maintaining good relations with customers or suppliers

"Research and development" is the only area in which a significant proportion (42%) consider associations ineffective. However, few executives (only 6%) consider research and development an important function of trade associations.

Criticisms of Associations

Although executives generally feel associations are successful in providing the services considered most important, about half (53%) of those interviewed cite one or more industry needs trade associations could fulfill more effectively. Public relations (cited by 16% of all executives surveyed) is named most often as an area that needs additional attention.

Significantly, the survey revealed a belief among corporate executives that trade associations tend to provide unnecessary services. More than 40% of the executives surveyed and a majority (59%) of those not active in associations find at least a fair amount of association programs to be of little or no benefit to their company.

Trade associations are generally praised for their ability to listen to members' individual points of view. More than 80% of executives think their point of view receives adequate consideration from the trade associations in which they are active. Fewer than 10% believe their views are not sufficiently heard.

Suggestions to Associations

Businessmen indicate they would like to see more cooperation among trade associations as a means of increasing their effectiveness. Seven in ten executives (68%) believe trade associations can be more effective if they pursue common interests by forming coalitions rather than by acting alone.

Somewhat surprisingly, one third (32%) of executives interviewed would like to see associations take a stand on public policy issues that go beyond the direct subject of their industries. Businessmen in medium-sized companies are more receptive to the idea of greater political involvement for associations than are Fortune executives.

Corporate Ad Hoc Groups

When asked whether their company has undertaken an activity - either independently or with other companies - that the company believed would not be adequately performed through an association, two out of three (65%) said they had not.

There is a large amount of uncertainty among those who have undertaken such action as to whether they were more productive than a trade association would have been. Although 42% feel their company's action produced more effective results, one half (49%) don't know.

THE FINDINGS IN DETAIL

Company Activity in Associations

The Questions: *Within the past three years has any member of your company's corporate management held an elective position or served as a member of a board, council, or committee of a trade association?*

How active is your company in trade associations: very active, somewhat active, or not very active?

Four out of five executives surveyed (80%) report that a member of their company's management has held a position in a trade association within the past three years; virtually the same percentage (82%) report that their company is either very active or fairly active in a trade association. Fortune companies are more likely to have a member of management holding an association position than are medium-sized companies (90% vs. 77%) and are more likely to describe their company as very active in trade associations (52% vs. 42%). Only one executive in six (16%) says his company is not active in trade associations.

As would be expected, companies in which a top executive has held a trade association position within the past three years are far more likely to be very active in trade associations than other companies (53% vs. 10%).

Member of Company Management Held Position	Total %	Fortune Companies %	Medium-Sized Companies %
Yes	80	90	77
No	19	9	21
Don't know	1	1	2
Total	100	100	100
Numbers of Interviews	(538)	(105)	(433)

(Detailed Tabular Analysis on Page 67)

Company Activity in Associations			
Very active	44	52	42
Somewhat active	38	34	39
Not very active	16	13	17
Don't know	2	1	2
Total	100	100	100
Number of Interviews	(538)	(105)	(433)

(Detailed Tabular Analysis on Page 44)

Reasons for Lack of Company Activity in Associations

The Question: ALL WHO SAID COMPANY WAS NOT VERY ACTIVE IN ASSOCIATIONS WERE ASKED: *Why do you think your company is not more active in trade associations?*

Executives in companies not very active in trade associations cannot, for the most part, give specific reasons for inactivity but most often attribute this lack of activity to a belief that associations do not benefit their company (45% cite this reason). Other reasons cited by more than 5% of those in companies not very active include: company or staff too small (14%), no time (8%), associations fail to represent members' interest (7%) and too expensive (6%).

Differences cannot be distinguished between executives from the two company sizes because of an insufficient number of interviews (13) for Fortune executives.

	Based on All in Companies Not Very Active in Associations		
Reasons Why Company is Not More Active	Total	Fortune Companies	Medium-Sized Companies
	%	%	%
Does Not Benefit Our Company/No Need: *I don't feel it's in the best interest of our company; they don't offer anything for us; only one or two trade association activities benefit the company - this deters broader participation in trade association affairs; no benefit derived from membership - contributed little to our overall operations; we have no need for a trade association.*	45	31	48
Company/Staff Too Small: *we have a thin staff - don't have the people to go; we have a relatively small company and did not have the staff to become involved; we're too small.*	14	23	12

Reasons Why Company is Not More Active	Based on All in Companies Not Very Active in Associations		
	Total	Fortune Companies	Medium-Sized Companies
	%	%	%
No Interest (Unspecified): *We have little interest; not too interested.*	4	0	4
No Faith/Trust: *we don't put a great deal of faith or stock in trade associations.*	1	0	1
Too Expensive: *it's too expensive; it costs a lot; trade associations provide no real benefit to offset the cost for a big company.*	6	8	6
No Time: *we don't have time.*	8	15	7
Just Social Organizations: *they are just social organizations interested only in public relations; they're not creditable-they are just a big cocktail party.*	4	0	4
Associations Don't Represent Our Members' Interests: *we've had some bad experiences where we found the leadership didn't reflect the current feeling of membership; we got out a while ago because the association was dominated by New England companies - we weren't consulted at all.*	7	8	7
No Reasons	2	0	3
Miscellaneous	2	0	3
Don't Know	12	15	11
Total	105*	100	106*
Number of Interviews	(86)	(13)	(73)

* Total exceeds 100% because of multiple responses.

(Detailed Tabular Analysis on Page 45)

Assessment of Trade Association Management

The Question: *How would you rate the management performance of the staff executives of the trade associations in which your company is most active: excellent, good, fair, or poor?*

Medium-sized company executives assess the management performance of trade associations more positively than do Fortune company executives. Among Fortune executives, 22% rate association management as excellent, and 53% give a rating of good. By comparison, among medium-sized company executives 33% give a rating of excellent and 44% a "good" rating. Among both groups, fewer than 20% give trade association managers a rating of fair or poor.

Trade Association Management	Total	Fortune Companies	Medium-Sized Companies
	%	%	%
Excellent	30	22	33
Good	46	53	44
Fair	15	15	14
Poor	4	2	4
Don't know	5	8	5
Total	100	100	100
Number of Interviews	(538)	(105)	(433)

(Detailed Tabular Analysis on Page 65)

Evaluation of Trade Association Management Now vs. Ten Years Ago

The Question: ALL WHO RATED MANAGEMENT PERFORMANCE WERE ASKED: *Is this better, worse, or about the same as it was ten years ago?*

About half (51%) of executives who rated trade association management performance feel association management is better today than it was ten years ago; 28% feel it is about the same; and fewer than one in twenty (4%) feel management performance has deteriorated. Executives in both company sizes offer a similar range of opinions.

Majorities of those rating management performance excellent (70%) or good (51%) believe management does a better job today compared to ten years ago. Those who rate the performance as fair or poor, however, generally do not feel management performance has worsened; most (50% and over) feel it was essentially the same ten years ago.

	Based on All Who Rated Management Performance		
Association Management Now vs. Ten Years Ago	Total	Fortune Companies	Medium-Sized Companies
	%	%	%
Better	51	54	50
Worse	4	6	4
About the same	28	24	29
Don't know	17	16	17
Total	100	100	100
Number of Interviews	(509)	(97)	(412)

(Detailed Tabular Analysis on Page 66)

Amount of Guidance and Leadership Association Provides

The Question: *To what degree do you think the trade associations in which your company is most active provide guidance and leadership for the industry: a great deal, a fair amount, very little or none at all?*

The consensus among both Fortune and medium-sized company executives is that trade associations provide "a fair amount" of guidance and leadership for the industry. Overall, 52% say associations provide a fair amount; 21% say a great deal. A sizable minority (25%) say little or no guidance and leadership is provided.

Executives from companies which are not very active in associations - unlike those whose companies are very or fairly active - generally feel associations provide little or no guidance for the industry.

How Much Guidance and Leadership Associations Provide	Total %	Fortune Companies %	Medium-Sized Companies %
A great deal	21	22	21
A fair amount	52	52	52
Very little	21	18	21
Not at all	4	5	4
Don't know	2	3	2
Total	100	100	100
Number of Interviews	(538)	(105)	(433)

(Detailed Tabular Analysis on Page 57)

Overall Benefit from Association Memberships

The Question: *Overall, how much does your company benefit from its corporate memberships in trade associations: a great deal, a fair amount, not very much, or not at all?*

Roughly half (52%) of executives surveyed feel their company benefits a fair amount from its corporate memberships in trade associations. One in four (24%) believe their company has benefited a great deal; somewhat fewer (20%) feel their company has not benefited very much from its memberships. Fortune executives are somewhat more likely than those in medium-sized companies to feel they receive at least moderate benefits (84% vs. 74%).

Executives in companies that are very active in trade associations overwhelmingly feel their company benefits a fair amount (49%) or a great deal (46%) from its trade association memberships. Those in companies that are moderately active generally feel they have benefited a fair amount (69% feel this way). The large majority of executives (78%) in companies not very active in associations, however, feel association benefits are very small at best. The survey cannot determine the direction of this relationship— that is, whether executives are unhappy with their trade association because they have failed to become involved or whether they do not become involved because they have determined that the association can be of little benefit to them.

(continued)

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Overall Benefit from Association Memberships	Total	Fortune Companies	Medium-Sized Companies
	%	%	%
A great deal	24	26	24
A fair amount	52	58	50
Not very much	20	15	21
Not at all	3	1	4
Don't know	1	0	1
Total	100	100	100
Number of Interviews	(538)	(105)	(433)

(Detailed Tabular Analysis on Page 46)

Degree Company Would be Handicapped If Associations Were Prohibited

The Question: *If trade associations were prohibited by law, to what degree would your company be handicapped: a great deal, a fair amount, very little, or not at all?*

A majority of business executives feel their company would be handicapped a great deal (23%) or a fair amount (36%) if trade associations were prohibited by law. A sizable number (40%), however, say they would be handicapped very little or not at all.

Fortune executives, more often than those in smaller companies, feel that they would be handicapped at least moderately (65% vs. 57%).

If Associations Were Prohibited, Company Would be Handicapped . . .	Total	Fortune Companies	Medium-Sized Companies
	%	%	%
A great deal	23	22	23
A fair amount	36	43	34
Very little	32	28	33
Not at all	8	7	9
Don't know	1	0	1
Total	100	100	100
Number of Interviews	(538)	(105)	(433)

(Detailed Tabular Analysis on Page 53)

Predicted Future Importance of Trade Associations

The Question: *In the next five years, do you think your trade association will become more important or less important to the operations of your company?*

Most executives (55%) surveyed believe that trade associations will become more important in the operations of their company in the next five years. This is particularly true of respondents in companies that are very active in trade associations (65% believe trade associations will become more important) and in companies said to benefit a great deal from their association membership (75% believe trade associations will become more important). There are only small differences in opinion between executives of Fortune and medium-sized companies.

In Next Five Years, Associations will Become	Total	Fortune Companies	Medium-Sized Companies
	%	%	%
More important	55	56	55
Less important	17	21	16
No change	24	20	24
Don't know	4	3	5
Total	100	100	100
Number of Interviews	(538)	(105)	(433)

(Detailed Tabular Analysis on Page 60)

Effectiveness of Associations in Performing Various Functions

The Question: *How effective are the trade associations in which your company is most active in each of the following areas? First, how effective are your trade associations in: (RESPONDENT IS READ FIRST ITEM ON LIST) very effective, somewhat effective, or not effective? (COMPLETE LIST APPEARS IN THE TABLE ON THE FOLLOWING PAGE).*

Majorities of all executives surveyed feel that the trade associations in which their companies are most active are at least somewhat effective in performing nine of the ten functions included in this question. Associations are rated very effective by the largest proportion of executives in the following two areas:

- Presenting industry's position to government (50%)
- Keeping your company informed of new developments in the industry (46%)

When asked about the effectiveness of associations in providing a forum for businessmen to meet vendors or competitors, 69% feel associations are very effective or somewhat effective.

Associations are typically rated somewhat effective in the following six areas:

- Determining industry standards (44%)
- Forecasting future problems to be faced by the industry (53%)
- Continuing education (48%)
- Maintaining good relations between industry and the public (54%)
- Promoting public image (50%)
- Maintaining good relations with customers or suppliers (42%)

(continued)

Research and development is the only area in which more than 30% of executives surveyed feel associations are not effective: 42% say associations are not effective in research and development; 38% say they are somewhat effective; and only 10% consider them very effective.

Function	Very Effective	Somewhat Effective	Not Effective	Depends	Don't Know	Total
	Effectiveness of Associations in Performing Each Function — Based on Total Sample (N=538)					
	%	%	%	%	%	%
Presenting industry's position to government	50	40	7	1	2	100
Keeping your company informed of new developments in the industry	46	39	12	1	2	100
Providing a forum to meet vendors or competitors to discuss mutual problems and make potential client contacts	34	35	22	1	8	100
Determining industry standards	31	44	15	1	9	100
Forecasting future problems to be faced by the industry	28	53	15	1	3	100
Continuing education	22	48	24	1	5	100
Maintaining good relations between the industry and the public	19	54	22	*	5	100
Promoting public image or public information to the general public	18	50	28	*	4	100
Maintaining good relations with customers or suppliers	17	42	29	1	11	100
Research and development	10	38	42	1	9	100

(Detailed Tabular Analysis on Pages 47-51)

* Less than one-half of one percent.

Executives in medium-sized companies are more likely to rate trade associations very effective in the various areas. For example, while 53% of medium-sized company executives rate associations very effective in presenting industry's position to government, only 41% of Fortune executives feel similarly. There is one exception, however: Fortune executives, more frequently than businessmen in medium-sized companies, think associations are very effective in determining industry standards.

These findings are somewhat surprising in light of responses to a previous question which indicated that executives in medium-sized companies are less likely than Fortune executives to feel that their company benefits from trade association memberships. The survey, however, offers no conclusive reason for this disparity.

(continued)

Function	Percent Rating Associations "Very Effective" in Performing Each Function		
	Total	Fortune Companies	Medium-Sized Companies
	%	%	%
Presenting industry's position to government	50	41	53
Keeping your company informed of new developments in the industry	46	36	48
Providing a forum to meet vendors or competitors to discuss mutual problems and make potential client contacts	34	26	36
Determining industry standards	31	41	29
Forecasting future problems to be faced by the industry	28	18	30
Continuing education	22	14	24
Maintaining good relations between the industry and the public	19	15	20
Promoting public image or public information to the general public	18	15	19
Maintaining good relations with customers or suppliers	17	19	16
Research and development	10	7	11
Number of Interviews	(538)	(105)	(433)

(Detailed Tabular Analysis on Pages 47-51)

Functions of Associations Perceived as More Important

The Question: *Which of those trade association functions are more important to your company?*

A majority of executives surveyed (56%) consider presenting the industry's position to government as one of the more important functions of trade associations. Providing a forum to meet vendors or competitors (mentioned by 20%) and keeping companies informed of new developments in the industry (mentioned by 18%) are cited next most frequently.

The opinions of executives in each company size closely parallel one another with one exception: Fortune executives, more often than medium-sized company executives (18% vs. 7%), feel that determining industry standards is one of the more important functions of trade associations.

(continued)

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Function	Percent Saying Each is a More Important Function: Total	Fortune Companies	Medium-Sized Companies
	%	%	%
Presenting industry's position to government	56	57	55
Providing a forum to meet vendors or competitors to discuss mutual problems and make potential client contacts	20	21	20
Keeping your company informed of new developments in the industry	18	17	18
Promoting public image or public information to the general public	13	12	14
Forecasting future problems to be faced by the industry	11	10	11
Determining industry standards	9	18	7
Continuing education	9	5	10
Maintaining good relations between the industry and the public	9	10	8
Research and development	6	6	6
Maintaining good relations with customers and suppliers	6	5	6
Other	4	5	4
Don't know	11	11	11
Total	172*	177*	170*
Number of Interviews	(538)	(105)	(433)

(Detailed Tabular Analysis on Page 52)

* Total exceeds base because of multiple responses.

Function	Fortune Company Executives: % Think Function is Most Important	Fortune Company Executives: % Think Association Very Effective	Medium-Sized Company Executives: % Think Function is Most Important	Medium-Sized Company Executives: % Think Association Very Effective
	%	%	%	%
Presenting industry's position to government	57	41	55	53
Keeping your company informed of new developments in the industry	17	36	18	48
Providing a forum to meet vendors or competitors to discuss mutual problems and make potential client contacts	21	26	20	36
Determining industry standards	18	41	7	29
Forecasting future problems to be faced by the industry	10	18	11	30
Continuing education	5	14	10	24
Maintaining good relations between industry and public	10	15	8	20
Promoting public image or public information to the general public	12	15	14	19
Maintaining good relations with customers and suppliers	5	19	6	16
Research and development	6	7	6	11

Industry Needs That Associations Fail to Meet

The Question: *What, if any, major industry needs do your trade associations fail to meet?*

Public relations is specified most often by executives as a major industry need trade associations fail to meet: 14% mention it as a first response; 16% cite it overall. Other industry needs mentioned in the first responses of at least 5% of executives interviewed include:

- Presenting industry's position to government/ lobbying (9%)
- Keeping industry informed of new developments (5%)
- General lack of association effectiveness (5%)

A sizable number of executives (47%), however, either feel trade associations adequately meet all of their needs (25%) or don't know of any needs associations fail to meet (22%). Businessmen from both Fortune and medium-sized companies offer similar answers to this question.

Industry Needs Associations Fail to Meet	First Mention			Total Mentions		
	Total	Fortune Companies	Medium-Sized Companies	Total	Fortune Companies	Medium-Sized Companies
	%	%	%	%	%	%
Forecasting Future Problems: *forecasting economic conditions.*	2	4	2	3	5	2
Presenting Industry's Position to Government/ Lobbying: *legislative liaison; their effectiveness with government, getting the right laws passed by Congress; lack political clout; they are not effective in lobbying with the federal government; legislative areas.*	9	10	8	10	11	10
Continuing Education: *the area of education; the information they provide.*	3	1	3	4	3	4
Keeping Industry Informed of New Developments: *they don't keep abreast enough of new developments; keeping abreast of new technology; new product information; communication within the industry of new methods for increasing productivity of machines and people.*	5	6	4	6	7	6
Research and Development: *do more in research and development.*	2	0	2	3	1	4
Determining Industry Standards: *need for standards; not setting standards; promotion of industry standards.*	1	1	1	3	2	3

(continued)

(continued)

Industry Needs Associations Fail to Meet	First Mention			Total Mentions		
	Total	Fortune Companies	Medium-Sized Companies	Total	Fortune Companies	Medium-Sized Companies
	%	%	%	%	%	%
Maintaining Relations with Public/Public Relations: *fail to get our industry image to the public; public image is the weakest; they fall short on creating a favorable image for the industry; they fail to explain to the public the dilemma of the industry; public relations; the public relations department is lacking quite a bit; reaching out to the general consumers and the public.*	14	18	13	16	18	15
Relations with Customers/ Suppliers: *providing supplier contact; interface with customers and suppliers; providing a forum to meet with vendors.*	1	0	2	2	0	3
Foreign Competition: *don't have enough information about foreign markets; don't know enough about foreign competition.*	1	0	1	2	1	2
Proper Forum for Meeting Vendors and Suppliers	*	1	0	*	1	*
Primarily Serve Larger Companies: *it's not doing a good job for the smaller companies but for the larger companies it is; don't get a balanced view between small and big corporations.*	*	0	1	1	1	1

* Less than one-half of one percent.

Industry Needs Associations Fail to Meet	First Mention			Total Mentions		
	Total	Fortune Companies	Medium-Sized Companies	Total	Fortune Companies	Medium-Sized Companies
	%	%	%	%	%	%
Too National/Broad in Perspective: *local problems receive no interest from trade associations; the problems of our sector are difficult for a national trade association to meet; fail to meet local issues but do meet the national issues; they are not working with local government; aren't specialized enough.*	2	2	2	3	2	3
General Lack of Association Effectiveness: *overcoming apathy among membership; not effective overall, tend to disintegrate into social gatherings rather than do any important business; just aren't strong enough; they should be a little bit more aggressive; poorly organized.*	5	5	5	7	7	7
Recruitment: *making the academic world aware of the types of people needed in the industry; promoting awareness of opportunity in the industry; personnel recruitment and placement.*	1	1	1	1	1	1
Exchange of Cost Information: *accurate exchange of manufacturing cost; in recent years we have had a great deal of problems with price escalations - they haven't established a trend to control a get together on price escalations.*	0	0	0	1	0	1

(continued)

(continued)

Industry Needs Associations Fail to Meet	First Mention			Total Mentions		
	Total	Fortune Companies	Medium-Sized Companies	Total	Fortune Companies	Medium-Sized Companies
	%	%	%	%	%	%
Too Expensive: *cost; high dues payments.*	1	0	1	1	0	1
Marketing: *failure to promote our products; failure to create additional business; providing more market research; anything connected with the market place.*	1	0	2	2	0	2
Providing Statistics: *providing accurate statistical information on the industry; gathering industry statistics; it would be interesting if they could provide composite information on operating statistics.*	1	3	1	1	3	1
Legal Restrictions: *laws restricting the kinds of information that can be exchanged; prohibit from doing lobby work due to the tax position; nothing that isn't legal.*	1	0	1	1	0	1
Inability to Reach Consensus/Take a Stand: *trade associations are made up of an amalgam of people with their own aims - it's difficult to have consensus; they're not well focused; not taking a stand on the issues.*	1	3	0	1	3	1
Too Many Trade Associations: *there are 20 or 30 associations we could join, it's divisive; not being one strong association to voice our industry's need.*	1	1	1	1	1	1

Industry Needs Associations Fail to Meet	First Mention			Total Mentions		
	Total	Fortune Companies	Medium-Sized Companies	Total	Fortune Companies	Medium-Sized Companies
	%	%	%	%	%	%
Nothing/Meets All Needs: *it meets all our needs; I'm satisfied that they are meeting our needs; nothing, they meet all our needs.*	25	25	25	25	25	25
Miscellaneous	1	0	1	2	0	2
Don't know	22	19	23	22	19	23
Total	100	100	100	118**	111**	119**
Number of Interviews	(538)	(105)	(433)	(538)	(105)	(433)

(Detailed Tabular Analysis on Pages 54-55)

* Less than one-half of one percent.

** Total exceeds base because of multiple responses.

Extent to Which Association Programs Are of Little or No Benefit to Company

The Question: *How many of your trade association programs deal with services or programs that are of little or no benefit to your company: a great deal, a fair amount, very little, or none at all?*

A sizable minority of executives, including 37% of those from Fortune companies and 44% of those from medium-sized companies, believe that at least a fair amount of trade association programs are of little or no benefit to their companies. The majority (59%) of those whose companies are not very active in associations feel this way.

How Many Association Programs are of Little or No Benefit to Company	Total	Fortune Companies	Medium-Sized Companies
	%	%	%
A great deal	9	5	9
A fair amount	34	32	35
Very little	49	53	48
None at all	5	2	6
Don't know	3	8	2
Total	100	100	100
Number of Interviews	(538)	(105)	(433)

(Detailed Tabular Analysis on Page 58)

Does Your Company's Viewpoint Receive Adequate Consideration from Associations?

The Question: *Regardless of whether your trade associations agree with your company's point of view, do you think your company's interests or point of view generally receive adequate consideration from the trade associations in which your company is most active?*

By a large majority (over 80% of executives surveyed), businessmen feel their company's point of view generally receives adequate consideration from trade associations. There are no significant differences in the opinions of Fortune and medium-sized company executives on this issue.

Even executives whose companies are not active in associations and those who feel their company receives little or no benefit from association memberships generally acknowledge—by 58% majorities—that their point of view is adequately considered.

Company Viewpoint Receives Adequate Consideration	Total	Fortune Companies	Medium-Sized Companies
	%	%	%
Yes	82	85	82
No	9	7	9
Depends on association or situation	6	7	5
Don't know	3	1	4
Total	100	100	100
Number of Interviews	(538)	(105)	(433)

(Detailed Tabular Analysis on Page 56)

Attitudes Toward Coalitions of Associations

The Question: *Trade associations sometimes participate in a coalition with other associations that have a common interest in a particular governmental issue. In general, do you think your trade association can be more effective if it works alone or if it joins into such a coalition?*

Most respondents (68%) believe their trade associations can be more effective if they work in coalitions with other trade associations; an additional 13% feel it depends upon the specific situation. Only 15% believe associations can be more effective when they act alone. The opinions of executives in Fortune and medium-sized companies are the same on this issue.

Associations More Effective If They:	Total	Fortune Companies	Medium-Sized Companies
	%	%	%
Act alone	15	13	15
Join coalitions	68	67	68
Depends on situation	13	17	13
Don't know	4	3	4
Total	100	100	100
Number of Interviews	(538)	(105)	(433)

(Detailed Tabular Analysis on Page 59)

Attitudes Toward Trade Associations Taking a Stand on Public Policy

The Question: *In your opinion, should a trade association take a stand on economic, labor, and social policy issues that materially exceed the direct subject of the industry?*

Seventy percent of respondents from Fortune companies and 59% from medium-sized companies believe trade associations should not take a stand on economic, labor and social policy issues. However, as many as one executive in three believes trade associations should take a stand on public policy issues.

Should Association Take Public Policy Position	Total	Fortune Companies	Medium-Sized Companies
	%	%	%
Yes	32	26	34
No	61	70	59
Depends on issue	5	3	5
Don't know	2	1	2
Total	100	100	100
Number of Interviews	(538)	(105)	(433)

(Detailed Tabular Analysis on Page 64)

Attitudes Toward Corporate Ad Hoc Groups

The Questions: *In the past three years has your company, either independently or in association with other companies, undertaken any activity that is normally the function of a trade association because your company believed the task would not be adequately performed through an association?*

ALL WHO RESPONDED "YES" WERE ASKED:

Do you think your company was more, or less effective than the trade association would have been?

One executive in three (31%) reports his company has undertaken an activity that is normally the function of a trade association because the company believed that the task would not be adequately performed by the association. This includes 19% who report that their company undertook this activity alone, 6% who report that their company joined with other companies in this activity, and 6% whose company undertook such independent action both alone and in association with other companies. Fortune company executives are more likely than medium-sized company executives to have undertaken such independent action: 37% compared with 28%. Moreover, as would be expected, executives whose companies are less active in associations and who believe that their company does not benefit very much from its trade association memberships are more likely to have formed this kind of independent group than executives of companies that are more active in and feel they benefit a great deal from their association memberships.

Among those in companies that have undertaken activities normally under the purview of the trade association, 42% feel the company was more effective than the association would have been, and 9% feel the company was less effective. The remainder (49%) are uncertain which approach would have been the more productive.

Did Company Perform Association Task:	Total	Fortune Companies	Medium-Sized Companies
	%	%	%
Yes, independently	19	24	17
Yes, with other companies	6	6	6
Yes, both ways	6	7	5
(Net Yes)	(31)	(37)	(28)
More effective than association	42	34	45
Less effective than association	9	0	12
Don't know if more effective	49	66	43
No, did not	65	58	67
Don't know	4	5	5
Total	100	100	100

(Detailed Tabular Analysis on Pages 61-63)

DETAILED TABULAR ANALYSIS

DETAILED TABULAR ANALYSIS

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Q.1 HOW ACTIVE IS YOUR COMPANY IN TRADE ASSOCIATIONS ?

		COMPANY SIZE		HOW ACTIVE IN TRADE ASSOCIATIONS			CORPORATE MANAGEMENT HELD POSITION IN ASSOCIATION		BENEFIT FROM TRADE ASSOCIATIONS		
	TOTAL	FORTUNE	MEDIUM	VERY ACTIVE	FAIRLY ACTIVE	NOT VERY ACTIVE	YES	NO	A GREAT DEAL	A FAIR AMOUNT	NOT MUCH/ NOT AT ALL
TOTAL	538	105	433	237	205	86	428	102	130	279	126
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
ACTIVE IN TRADE ASSOCIATIONS											
VERY ACTIVE	237	55	182	237			225	10	108	116	11
	44.1	52.4	42.0	100.0			52.6	9.8	83.1	41.6	8.7
SOMEWHAT ACTIVE	205	36	169		205		160	42	17	141	47
	38.1	34.3	39.0		100.0		37.4	41.2	13.1	50.5	37.3
NOT VERY ACTIVE	86	13	73			86	36	47	2	17	67
	16.0	12.4	16.9			100.0	8.4	46.1	1.5	6.1	53.2
DON'T KNOW	10	1	9				7	3	3	5	1
	1.9	1.0	2.1				1.6	2.9	2.3	1.8	.8

(PERCENTAGES ROUNDED)
0001

Q.2 WHY IS YOUR COMPANY NOT MORE ACTIVE IN TRADE ASSOCIATIONS ?
BASED ON NOT VERY ACTIVE

	TOTAL	COMPANY SIZE		HOW ACTIVE IN TRADE ASSOCIATIONS			CORPORATE MANAGEMENT HELD POSITION IN ASSOCIATION		BENEFIT FROM TRADE ASSOCIATIONS		
		FORTUNE	MEDIUM	VERY ACTIVE	FAIRLY ACTIVE	NOT VERY ACTIVE	YES	NO	A GREAT DEAL	A FAIR AMOUNT	NOT MUCH/ NOT AT ALL
TOTAL	86	13	73			86	36	47	2	17	67
	100.0	100.0	100.0			100.0	100.0	100.0	100.0	100.0	100.0
WHY NOT MORE ACTIVE											
DOES NOT BENEFIT COMPANY	39	4	35			39	20	17	2	9	28
	45.3	30.8	47.9			45.3	55.6	36.2	100.0	52.9	41.8
COMPANY TOO SMALL	12	3	9			12	4	8		4	8
	14.0	23.1	12.3			14.0	11.1	17.0		23.5	11.9
NO INTEREST	3		3			3	1	2			3
	3.5		4.1			3.5	2.8	4.3			4.5
NO FAITH	1		1			1		1			1
	1.2		1.4			1.2		2.1			1.5
TOO EXPENSIVE	5	1	4			5	2	3		1	4
	5.8	7.7	5.5			5.8	5.6	6.4		5.9	6.0
NO TIME	7	2	5			7	3	4		4	3
	8.1	15.4	6.8			8.1	8.3	8.5		23.5	4.5
JUST SOCIAL ORGANIZATIONS	3		3			3	1	2			3
	3.5		4.1			3.5	2.8	4.3			4.5
ASSOCIATIONS DON'T REPRESENT OUR INTERESTS	6	1	5			6	4	2		1	5
	7.0	7.7	6.8			7.0	11.1	4.3		5.9	7.5
NO REASONS	2		2			2		2			2
	2.3		2.7			2.3		4.3			3.0
MISCELLANEOUS	2		2			2	1	1			2
	2.3		2.7			2.3	2.8	2.1			3.0
DON'T KNOW	10	2	8			10	3	6			10
	11.6	15.4	11.0			11.6	8.3	12.8			14.9

(PERCENTAGES ROUNDED)
0002

Q.3 HOW MUCH DOES YOUR COMPANY BENEFIT FROM ITS CORPORATE MEMBERSHIPS IN TRADE ASSOCIATIONS ?

	TOTAL	COMPANY SIZE		HOW ACTIVE IN TRADE ASSOCIATIONS			CORPORATE MANAGEMENT HELD POSITION IN ASSOCIATION		BENEFIT FROM TRADE ASSOCIATIONS		
		FORTUNE	MEDIUM	VERY ACTIVE	FAIRLY ACTIVE	NOT VERY ACTIVE	YES	NO	A GREAT DEAL	A FAIR AMOUNT	NOT MUCH/ NOT AT ALL
TOTAL	538 100.0	105 100.0	433 100.0	237 100.0	205 100.0	86 100.0	428 100.0	102 100.0	130 100.0	279 100.0	126 100.0
BENEFIT FROM MEMBERSHIP											
A GREAT DEAL	130 24.2	27 25.7	103 23.8	108 45.6	17 8.3	2 2.3	123 28.7	5 4.9	130 100.0		
A FAIR AMOUNT	279 51.9	61 58.1	218 50.3	116 48.9	141 68.8	17 19.8	237 55.4	40 39.2		279 100.0	
NOT VERY MUCH	109 20.3	16 15.2	93 21.5	11 4.6	46 22.4	51 59.3	62 14.5	44 43.1			109 86.5
NOT AT ALL	17 3.2	1 1.0	16 3.7		1 .5	16 18.6	4 .9	12 11.8			17 13.5
DON'T KNOW	3 .6		3 .7	2 .8			2 .5	1 1.0			

(PERCENTAGES ROUNDED)
0003

Q.4 HOW EFFECTIVE ARE THE TRADE ASSOCIATIONS IN WHICH YOUR COMPANY IS MOST ACTIVE IN EACH OF THE FOLLOWING AREAS ?

	TOTAL	COMPANY SIZE: FORTUNE	COMPANY SIZE: MEDIUM	HOW ACTIVE IN TRADE ASSOCIATIONS: VERY ACTIVE	HOW ACTIVE IN TRADE ASSOCIATIONS: FAIRLY ACTIVE	HOW ACTIVE IN TRADE ASSOCIATIONS: NOT VERY ACTIVE	CORPORATE MANAGEMENT HELD POSITION IN ASSOCIATION: YES	CORPORATE MANAGEMENT HELD POSITION IN ASSOCIATION: NO	BENEFIT FROM TRADE ASSOCIATIONS: A GREAT DEAL	BENEFIT FROM TRADE ASSOCIATIONS: A FAIR AMOUNT	BENEFIT FROM TRADE ASSOCIATIONS: NOT MUCH/ NOT AT ALL
TOTAL	538 100.0	105 100.0	433 100.0	237 100.0	295 100.0	86 100.0	408 100.0	102 100.0	130 100.0	279 100.0	126 100.0
FORECASTING FUTURE PROBLEMS TO BE FACED BY THE INDUSTRY											
VERY EFFECTIVE	148 27.5	19 18.1	129 29.8	76 32.1	56 27.3	13 15.1	129 30.1	19 18.6	59 45.4	72 25.8	16 12.7
SOMEWHAT EFFECTIVE	286 53.2	62 59.0	224 51.7	127 53.6	109 53.2	46 53.5	230 53.7	53 52.0	63 48.5	159 57.0	63 50.0
NOT EFFECTIVE	83 15.4	14 13.3	69 15.9	27 11.4	34 16.6	20 23.3	56 13.1	27 26.5	4 3.1	40 14.3	39 31.0
DEPENDS	6 1.1	5 4.8	1 .2	1 .4	4 2.0	1 1.2	5 1.2			5 1.8	1 .8
DON'T KNOW	15 2.8	5 4.8	10 2.3	2 .8	2 1.0	6 7.0	8 1.9	3 2.9	4 3.1	3 1.1	7 5.6
PRESENTING THE INDUSTRY'S POSITION TO GOVERNMENT											
VERY EFFECTIVE	271 50.4	43 41.0	228 52.7	145 61.2	100 48.8	21 24.4	229 53.5	39 38.2	83 63.8	152 54.5	34 27.0
SOMEWHAT EFFECTIVE	213 39.6	55 52.4	159 36.5	79 33.3	87 42.4	43 50.0	166 38.8	45 44.1	40 30.6	107 38.4	65 51.6
NOT EFFECTIVE	38 7.1	3 2.9	35 8.1	7 3.0	14 6.8	16 18.6	21 4.9	16 15.7	3 2.3	15 5.4	20 15.9
DEPENDS	5 .9	2 1.9	3 .7	3 1.3	2 1.0		5 1.2		1 .8	4 1.4	
DON'T KNOW	11 2.0	2 1.9	9 2.1	3 1.3	2 1.0	6 7.0	7 1.6	2 2.0	3 2.3	1 .4	7 5.6

(PERCENTAGES ROUNDED)
0004

Q.4 HOW EFFECTIVE ARE THE TRADE ASSOCIATIONS IN WHICH YOUR COMPANY IS MOST ACTIVE IN EACH OF THE FOLLOWING AREAS ?

	TOTAL	COMPANY SIZE		HOW ACTIVE IN TRADE ASSOCIATIONS			CORPORATE MANAGEMENT HELD POSITION IN ASSOCIATION		BENEFIT FROM TRADE ASSOCIATIONS		
		FORTUNE	MEDIUM	VERY ACTIVE	FAIRLY ACTIVE	NOT VERY ACTIVE	YES	NO	A GREAT DEAL	A FAIR AMOUNT	NOT MUCH/ NOT AT ALL
TOTAL	538	105	433	237	205	86	428	102	130	279	126
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
CONTINUING EDUCATION											
VERY EFFECTIVE	121	15	106	60	48	12	101	19	45	64	11
	22.5	14.3	24.5	25.3	23.4	14.0	23.6	18.6	34.6	22.9	8.7
SOMEWHAT EFFECTIVE	257	48	209	124	93	34	211	42	66	131	59
	47.8	45.7	48.3	52.3	45.4	39.5	49.3	41.2	50.8	47.0	46.0
NOT EFFECTIVE	132	36	96	42	56	31	99	32	15	72	45
	24.5	34.3	22.2	17.7	27.3	36.0	23.1	31.4	11.5	25.8	35.7
DEPENDS	4	1	3	4			4		1	3	
	.7	1.0	.7	1.7			.9		.8	1.1	
DON'T KNOW	24	5	19	7	8	9	13	9	3	9	12
	4.5	4.8	4.4	3.0	3.9	10.5	3.0	8.8	2.3	3.2	9.5
KEEPING YOUR COMPANY INFORMED OF NEW DEVELOPMENTS IN THE INDUSTRY											
VERY EFFECTIVE	247	38	209	130	93	20	211	33	88	129	28
	45.9	36.2	48.3	54.9	45.4	23.3	49.3	32.4	67.7	46.2	22.2
SOMEWHAT EFFECTIVE	211	49	162	79	82	45	160	48	31	115	65
	39.2	46.7	37.4	33.3	40.0	52.3	37.4	47.1	23.8	41.2	51.6
NOT EFFECTIVE	67	16	51	20	28	18	49	18	6	30	30
	12.5	15.2	11.8	8.4	13.7	20.9	11.4	17.6	4.6	10.8	23.8
DEPENDS	5	2	3	4		1	3	2	3	1	1
	.9	1.9	.7	1.7		1.2	.7	2.0	2.3	.4	.8
DON'T KNOW	8		8	4	2	2	5	1	2	4	2
	1.5		1.8	1.7	1.0	2.3	1.2	1.0	1.5	1.4	1.6

(PERCENTAGES ROUNDED)
0005

Q.4 HOW EFFECTIVE ARE THE TRADE ASSOCIATIONS IN WHICH YOUR COMPANY IS MOST ACTIVE IN EACH OF THE FOLLOWING AREAS ?

	TOTAL	COMPANY SIZE		HOW ACTIVE IN TRADE ASSOCIATIONS			CORPORATE MANAGEMENT HELD POSITION IN ASSOCIATION		BENEFIT FROM TRADE ASSOCIATIONS		
		FORTUNE	MEDIUM	VERY ACTIVE	FAIRLY ACTIVE	NOT VERY ACTIVE	YES	NO	A GREAT DEAL	A FAIR AMOUNT	NOT MUCH/ NOT AT ALL
TOTAL	538	105	433	237	205	86	428	102	130	279	126
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
RESEARCH AND DEVELOPMENT											
VERY EFFECTIVE	53	7	46	27	21	5	40	12	22	24	7
	9.9	6.7	10.6	11.4	10.2	5.8	9.3	11.8	16.9	8.6	5.6
SOMEWHAT EFFECTIVE	205	43	162	95	81	25	165	37	60	108	36
	38.1	41.0	37.4	40.1	39.5	29.1	38.6	36.3	46.2	38.7	28.6
NOT EFFECTIVE	228	48	180	93	84	47	187	40	36	121	70
	42.4	45.7	41.6	39.2	41.0	54.7	43.7	39.2	27.7	43.4	55.6
DEPENDS	4	1	3	2	2		3	1	1	2	1
	.7	1.0	.7	.8	1.0		.7	1.0	.8	.7	.8
DON'T KNOW	48	6	42	20	17	9	33	12	11	24	12
	8.9	5.7	9.7	8.4	8.3	10.5	7.7	11.8	8.5	8.6	9.5
MAINTAINING GOOD RELATIONS BETWEEN THE INDUSTRY AND THE PUBLIC											
VERY EFFECTIVE	104	16	88	55	40	6	86	16	36	59	8
	19.3	15.2	20.3	23.2	19.5	7.0	20.1	15.7	27.7	21.1	6.3
SOMEWHAT EFFECTIVE	290	66	224	141	112	32	240	47	75	153	60
	53.9	62.9	51.7	59.5	54.6	37.2	56.1	46.1	57.7	54.8	47.6
NOT EFFECTIVE	117	18	99	31	44	40	83	34	15	53	49
	21.7	17.1	22.9	13.1	21.5	46.5	19.4	33.3	11.5	19.0	38.9
DEPENDS	2		2	1	1		2			1	1
	.4		.5	.4	.5		.5			.4	.8
DON'T KNOW	25	5	20	9	8	8	17	5	4	13	8
	4.6	4.8	4.6	3.8	3.9	9.3	4.0	4.9	3.1	4.7	6.3

(PERCENTAGES ROUNDED)
0006

Q.4 HOW EFFECTIVE ARE THE TRADE ASSOCIATIONS IN WHICH YOUR COMPANY IS MOST ACTIVE IN EACH OF THE FOLLOWING AREAS ?

	TOTAL	COMPANY SIZE: FORTUNE	COMPANY SIZE: MEDIUM	HOW ACTIVE IN TRADE ASSOCIATIONS: VERY ACTIVE	HOW ACTIVE IN TRADE ASSOCIATIONS: FAIRLY ACTIVE	HOW ACTIVE IN TRADE ASSOCIATIONS: NOT VERY ACTIVE	CORPORATE MANAGEMENT HELD POSITION IN ASSOCIATION: YES	CORPORATE MANAGEMENT HELD POSITION IN ASSOCIATION: NO	BENEFIT FROM TRADE ASSOCIATIONS: A GREAT DEAL	BENEFIT FROM TRADE ASSOCIATIONS: A FAIR AMOUNT	BENEFIT FROM TRADE ASSOCIATIONS: NOT MUCH/ NOT AT ALL
TOTAL	538	105	433	237	205	86	428	102	130	279	126
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
DETERMINING INDUSTRY STANDARDS											
VERY EFFECTIVE	170	43	127	87	68	11	148	21	53	94	22
	31.6	41.0	29.3	36.7	33.2	12.8	34.6	20.6	40.8	33.7	17.5
SOMEWHAT EFFECTIVE	238	41	197	100	92	41	184	51	60	121	56
	44.2	39.0	45.5	42.2	44.9	47.7	43.0	50.0	46.2	43.4	44.4
NOT EFFECTIVE	79	14	65	30	24	24	59	19	4	40	34
	14.7	13.3	15.0	12.7	11.7	27.9	13.8	18.6	3.1	14.3	27.0
DEPENDS	4	2	2	2	2		4		2	1	1
	.7	1.9	.5	.8	1.0		.9		1.5	.4	.8
DON'T KNOW	47	5	42	18	19	10	33	11	11	23	13
	8.7	4.8	9.7	7.6	9.3	11.6	7.7	10.8	8.5	8.2	10.3
MAINTAINING GOOD RELATIONS WITH CUSTOMERS OR SUPPLIERS											
VERY EFFECTIVE	89	20	69	44	34	11	74	14	25	54	9
	16.5	19.0	15.9	18.6	16.6	12.8	17.3	13.7	19.2	19.4	7.1
SOMEWHAT EFFECTIVE	225	40	185	116	78	25	183	40	59	126	40
	41.8	38.1	42.7	49.9	38.0	29.1	42.8	39.2	45.4	45.2	31.7
NOT EFFECTIVE	158	35	123	49	69	37	121	35	24	69	63
	29.4	33.3	28.4	20.7	33.7	43.0	28.3	34.3	18.5	24.7	50.0
DEPENDS	7	3	4	4	2	1	6	1	2	3	2
	1.3	2.9	.9	1.7	1.0	1.2	1.4	1.0	1.5	1.1	1.6
DON'T KNOW	59	7	52	24	22	12	44	12	20	27	12
	11.0	6.7	12.0	10.1	10.7	14.0	10.3	11.8	15.4	9.7	9.5

(PERCENTAGES ROUNDED)
0007

Q.4 HOW EFFECTIVE ARE THE TRADE ASSOCIATIONS IN WHICH YOUR COMPANY IS MOST ACTIVE IN EACH OF THE FOLLOWING AREAS ?

	TOTAL	COMPANY SIZE: FORTUNE	COMPANY SIZE: MEDIUM	HOW ACTIVE IN TRADE ASSOCIATIONS: VERY ACTIVE	HOW ACTIVE IN TRADE ASSOCIATIONS: FAIRLY ACTIVE	HOW ACTIVE IN TRADE ASSOCIATIONS: NOT VERY ACTIVE	CORPORATE MANAGEMENT HELD POSITION IN ASSOCIATION: YES	CORPORATE MANAGEMENT HELD POSITION IN ASSOCIATION: NO	BENEFIT FROM TRADE ASSOCIATIONS: A GREAT DEAL	BENEFIT FROM TRADE ASSOCIATIONS: A FAIR AMOUNT	BENEFIT FROM TRADE ASSOCIATIONS: NOT MUCH/ NOT AT ALL
TOTAL	538	105	433	237	205	86	428	102	130	279	126
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
PROMOTING PUBLIC IMAGE OR PUBLIC INFORMATION TO THE GENERAL PUBLIC											
VERY EFFECTIVE	99	16	83	60	31	6	84	14	36	54	8
	18.4	15.2	19.2	25.3	15.1	7.0	19.6	13.7	27.7	19.4	6.3
SOMEWHAT EFFECTIVE	268	67	201	121	105	39	220	45	67	137	62
	49.8	63.8	46.4	51.1	51.2	45.3	51.4	44.1	51.5	49.1	49.2
NOT EFFECTIVE	149	19	130	46	62	36	107	41	21	78	50
	27.7	18.1	30.0	19.4	30.2	41.9	25.0	40.2	16.2	28.0	39.7
DEPENDS	2		2		2		2			1	1
	.4		.5		1.0		.5			.4	.8
DON'T KNOW	20	3	17	10	5	5	15	2	6	9	5
	3.7	2.9	3.9	4.2	2.4	5.8	3.5	2.0	4.6	3.2	4.0
PROVIDING A FORUM TO MEET VENDORS OR COMPETITORS, TO DISCUSS MUTUAL PROBLEMS AND MAKE CLIENT CONTACTS											
VERY EFFECTIVE	185	27	158	94	69	19	155	29	58	100	25
	34.4	25.7	36.5	39.7	33.7	22.1	36.2	28.4	44.6	35.8	19.8
SOMEWHAT EFFECTIVE	188	39	149	74	78	32	147	40	33	105	50
	34.9	37.1	34.4	31.2	38.0	37.2	34.3	39.2	25.4	37.6	39.7
NOT EFFECTIVE	118	25	93	42	48	25	92	24	25	55	37
	21.9	23.8	21.5	17.7	23.4	29.1	21.5	23.5	19.2	19.7	29.4
DEPENDS	6	2	4	2	3	1	3	2	2	2	2
	1.1	1.9	.9	.8	1.5	1.2	.7	2.0	1.5	.7	1.6
DON'T KNOW	41	12	29	25	7	9	31	7	12	17	12
	7.6	11.4	6.7	10.5	3.4	10.5	7.2	6.9	9.2	6.1	9.5

(PERCENTAGES ROUNDED)

Q.5 WHICH OF THOSE TRADE ASSOCIATION FUNCTIONS ARE MORE IMPORTANT TO YOUR COMPANY ?

	TOTAL	COMPANY SIZE		HOW ACTIVE IN TRADE ASSOCIATIONS			CORPORATE MANAGEMENT HELD POSITION IN ASSOCIATION		BENEFIT FROM TRADE ASSOCIATIONS		
		FORTUNE	MEDIUM	VERY ACTIVE	FAIRLY ACTIVE	NOT VERY ACTIVE	YES	NO	A GREAT DEAL	A FAIR AMOUNT	NOT MUCH/ NOT AT ALL
TOTAL	538	105	433	237	295	86	428	102	139	279	126
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
MORE IMPORTANT FUNCTIONS											
FORECASTING FUTURE PROBLEMS TO BE FACED BY INDUSTRY	58	10	48	19	31	7	40	18	10	36	11
	10.8	9.5	11.1	8.0	15.1	8.1	9.3	17.6	7.7	12.9	8.7
PRESENTING INDUSTRY'S POSITION TO GOVERNMENT	299	60	239	150	112	36	242	55	75	164	59
	55.6	57.1	55.2	63.3	54.6	41.9	56.5	53.9	57.7	58.8	46.8
CONTINUING EDCUATION	48	5	43	23	17	8	39	9	18	21	9
	8.9	4.8	9.9	9.7	8.3	9.3	9.1	8.8	13.8	7.5	7.1
KEEPING COMPANY INFORMED OF NEW DEVELOPMENTS	95	18	77	40	34	20	72	21	23	45	27
	17.7	17.1	17.8	16.9	16.6	23.3	16.8	20.6	17.7	16.1	21.4
RESEARCH AND DEVELOPMENT	32	6	26	11	16	4	24	7	9	18	5
	5.9	5.7	6.0	4.6	7.8	4.7	5.6	6.9	6.9	6.5	4.0
MAINTAINING GOOD RELATIONS BETWEEN THE INDUSTRY AND THE PUBLIC	48	11	37	18	23	6	34	12	13	26	9
	8.9	10.5	8.5	7.6	11.2	7.0	7.9	11.8	10.0	9.3	7.1
DETERMINING INDUSTRY STANDARDS	49	19	30	19	22	6	40	9	10	30	9
	9.1	18.1	6.9	8.0	10.7	7.0	9.3	8.9	7.7	10.8	7.1
MAINTAINING GOOD RELATIONS WITH CUSTOMERS OR SUPPLIERS	30	5	25	13	10	6	24	5	5	17	7
	5.6	4.8	5.8	5.5	4.9	7.0	5.6	4.9	3.8	6.1	5.6
PROMOTING PUBLIC IMAGE OR PUBLIC INFORMATION TO THE GENERAL PUBLIC	72	13	59	31	28	13	58	14	18	33	20
	13.4	12.4	13.6	13.1	13.7	15.1	13.6	13.7	13.8	11.8	15.9
PROVIDING FORUM TO MEET VENDORS OR COMPETITORS TO DISCUSS PROBLEMS AND MAKE POTENTIAL CLIENT CONTACTS	107	22	85	47	45	14	88	19	23	54	29
	19.9	21.0	19.6	19.8	22.0	16.3	20.6	18.6	17.7	19.4	23.0
OTHER	20	5	15	12	5	3	15	5	7	9	4
	3.7	4.8	3.5	5.1	2.4	3.5	3.5	4.9	5.4	3.2	3.2
DON'T KNOW	60	12	48	26	18	10	50	7	18	29	13
	11.2	11.4	11.1	11.0	8.8	11.6	11.7	6.9	13.5	10.4	10.3

(PERCENTAGES ROUNDED)
0009

Q.6 IF TRADE ASSOCIATIONS WERE PROHIBITED BY LAW, TO WHAT DEGREE WOULD YOUR COMPANY BE HANDICAPPED ?

	TOTAL	COMPANY SIZE: FORTUNE	COMPANY SIZE: MEDIUM	HOW ACTIVE IN TRADE ASSOCIATIONS: VERY ACTIVE	HOW ACTIVE IN TRADE ASSOCIATIONS: FAIRLY ACTIVE	HOW ACTIVE IN TRADE ASSOCIATIONS: NOT VERY ACTIVE	CORPORATE MANAGEMENT HELD POSITION IN ASSOCIATION: YES	CORPORATE MANAGEMENT HELD POSITION IN ASSOCIATION: NO	BENEFIT FROM TRADE ASSOCIATIONS: A GREAT DEAL	BENEFIT FROM TRADE ASSOCIATIONS: A FAIR AMOUNT	BENEFIT FROM TRADE ASSOCIATIONS: NOT MUCH/ NOT AT ALL
TOTAL	538	105	433	237	205	86	428	102	130	279	126
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
COMPANY HANDICAPPED											
A GREAT DEAL	122	23	99	84	29	4	115	7	69	48	4
	22.7	21.9	22.9	35.4	14.1	4.7	26.9	6.9	53.1	17.2	3.2
A FAIR AMOUNT	194	45	149	98	84	10	168	24	47	130	16
	36.1	42.9	34.4	41.4	41.0	11.6	39.3	23.5	36.2	46.6	12.7
VERY LITTLE	173	30	143	49	78	44	119	50	12	86	74
	32.2	28.6	33.0	20.7	38.0	51.2	27.8	49.0	9.2	30.8	58.7
NOT AT ALL	44	7	37	5	12	26	22	20	2	12	30
	8.2	6.7	8.5	2.1	5.9	30.2	5.1	19.6	1.5	4.3	23.8
DON'T KNOW	5		5	1	2	2	4	1		3	2
	.9		1.2	.4	1.0	2.3	.9	1.0		1.1	1.6

(PERCENTAGES ROUNDED)
0010

Q.7 WHAT MAJOR INDUSTRY NEEDS DO YOUR TRADE ASSOCIATIONS FAIL TO MEET ?
FIRST MENTION

	TOTAL	COMPANY SIZE		HOW ACTIVE IN TRADE ASSOCIATIONS			CORPORATE MANAGEMENT HELD POSITION IN ASSOCIATION		BENEFIT FROM TRADE ASSOCIATIONS		
		FORTUNE	MEDIUM	VERY ACTIVE	FAIRLY ACTIVE	NOT VERY ACTIVE	YES	NO	A GREAT DEAL	A FAIR AMOUNT	NOT MUCH/ NOT AT ALL
TOTAL	538	105	433	237	205	86	428	102	130	279	126
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
NEEDS NOT MET											
FORECASTING FUTURE PROBLEMS	12	4	8	8	3	1	12		3	8	1
	2.2	3.8	1.8	3.4	1.5	1.2	2.8		2.3	2.9	.8
PRESENTING INDUSTRY'S POSITION TO GOVERNMENT	48	11	37	20	18	8	39	9	13	25	10
	8.9	10.5	8.5	8.4	8.8	9.3	9.1	8.8	10.0	9.0	7.9
CONTINUING EDUCATION	14	1	13	8	3	3	10	4	4	6	4
	2.6	1.0	3.0	3.4	1.5	3.5	2.3	3.9	3.1	2.2	3.2
KEEPING INDUSTRY INFORMED OF NEW DEVELOPMENTS	25	7	18	12	10	3	19	6	3	14	8
	4.6	6.7	4.2	5.1	4.9	3.5	4.4	5.9	2.3	5.0	6.3
RESEARCH AND DEVELOPMENT	10		10	4	4	2	8	1	1	5	4
	1.9		2.3	1.7	2.0	2.3	1.9	1.0	.8	1.8	3.2
PUBLIC RELATIONS	78	19	59	30	33	14	63	15	12	49	16
	14.5	18.1	13.6	12.7	16.1	16.3	14.7	14.7	9.2	17.6	12.7
DETERMINING INDUSTRY STANDARDS	7	1	6	5	2		6	1	3	3	1
	1.3	1.0	1.4	2.1	1.0		1.4	1.0	2.3	1.1	.8
RELATIONS WITH CUSTOMERS / SUPPLIERS	7		7	3	3	1	5	2		5	2
	1.3		1.6	1.3	1.5	1.2	1.2	2.0		1.8	1.6
FOREIGN COMPETITION	4		4	2	2		4		1	2	1
	.7		.9	.8	1.0		.9		.8	.7	.8
PROPER FORUM FOR MEETING VENDORS AND SUPPLIERS	1	1		1			1			1	
	.2	1.0		.4			.2			.4	
PRIMARILY SERVE LARGER COMPANIES	2		2	1	1		2		1	1	
	.4		.5	.4	.5		.5		.8	.4	
TOO NATIONAL / BROAD IN PERSPECTIVE	12	2	10	4	6	2	9	3	4	5	3
	2.2	1.9	2.3	1.7	2.9	2.3	2.1	2.9	3.1	1.8	2.4
GENERAL LACK OF ASSOCIATION EFFECTIVENESS	28	5	23	6	15	5	23	5	4	13	11
	5.2	4.8	5.3	2.5	7.3	5.8	5.4	4.9	3.1	4.7	8.7
RECRUITMENT	3	1	2	2		1	3			2	1
	.6	1.0	.5	.8		1.2	.7			.7	.8

(CONTINUED PAGE 2)

Q.7 WHAT MAJOR INDUSTRY NEEDS DO YOUR TRADE ASSOCIATIONS FAIL TO MEET ?
FIRST MENTION

	TOTAL	COMPANY SIZE		HOW ACTIVE IN TRADE ASSOCIATIONS			CORPORATE MANAGEMENT HELD POSITION IN ASSOCIATION		BENEFIT FROM TRADE ASSOCIATIONS		
		FORTUNE	MEDIUM	VERY ACTIVE	FAIRLY ACTIVE	NOT VERY ACTIVE	YES	NO	A GREAT DEAL	A FAIR AMOUNT	NOT MUCH/ NOT AT ALL
TOTAL	538	105	433	237	205	86	428	102	130	279	126
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
EXCHANGE OF COST INFORMATION											
TOO EXPENSIVE	3		3	1	1	1	3		1	1	1
	.6		.7	.4	.5	1.2	.7		.8	.4	.8
MARKETING	8		8	3	5		6	2	2	3	3
	1.5		1.8	1.3	2.4		1.4	2.0	1.5	1.1	2.4
PROVIDING STATISTICS	6	3	3	2	2	2	4	2	2	2	2
	1.1	2.9	.7	.8	1.0	2.3	.9	2.0	1.5	.7	1.6
LEGAL RESTRICTIONS	3		3	3			3		2	1	
	.6		.7	1.3			.7		1.5	.4	
INABILITY TO REACH CONSENSUS	3	3		1	1	1	2	1		1	2
	.6	2.9		.4	.5	1.2	.5	1.0		.4	1.6
TOO MANY TRADE ASSOCIATIONS	5	1	4	2	3		4	1	1	4	
	.9	1.0	.9	.8	1.5		.9	1.0	.8	1.4	
NOTHING / MEETS ALL NEEDS	135	26	109	71	47	16	115	19	49	63	22
	25.1	24.8	25.2	30.0	22.9	18.6	26.9	17.6	37.7	22.6	17.5
MISCELLANEOUS	3		3		1	2	2	1		2	1
	.6		.7		.5	2.3	.5	1.0		.7	.8
DON'T KNOW	121	20	101	48	45	24	85	31	24	63	33
	22.5	19.0	23.3	20.3	22.0	27.9	19.9	30.4	18.5	22.6	26.2

(PERCENTAGES ROUNDED)
)011

-Table 11-
(continued)

Q.8 DO YOUR COMPANY'S INTERESTS RECEIVE ADEQUATE CONSIDERATION FROM THE TRADE ASSOCIATIONS IN WHICH YOUR COMPANY IS MOST ACTIVE ?

		COMPANY SIZE		HOW ACTIVE IN TRADE ASSOCIATIONS			CORPORATE MANAGEMENT HELD POSITION IN ASSOCIATION		BENEFIT FROM TRADE ASSOCIATIONS		
	TOTAL	FORTUNE	MEDIUM	VERY ACTIVE	FAIRLY ACTIVE	NOT VERY ACTIVE	YES	NO	A GREAT DEAL	A FAIR AMOUNT	NOT MUCH/ NOT AT ALL
TOTAL	538	105	433	237	205	86	428	102	130	279	126
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
RECEIVE CONSIDERATION											
YES	442	89	353	217	167	50	377	60	123	243	74
	82.2	84.8	81.5	91.6	81.5	58.1	88.1	58.8	94.6	87.1	58.7
NO	48	7	41	9	21	16	24	23	1	19	27
	8.9	6.7	9.5	3.8	10.2	18.6	5.6	22.5	.8	6.8	21.4
DEPENDS ON ASSOCIATION OR SITUATION	30	7	23	9	10	11	19	10	5	10	15
	5.6	6.7	5.3	3.8	4.9	12.8	4.4	9.8	3.8	3.6	11.9
DON'T KNOW	18	2	16	2	7	9	8	9	1	7	10
	3.3	1.9	3.7	.8	3.4	10.5	1.9	8.8	.8	2.5	7.9

(PERCENTAGES ROUNDED)
0012

Q.9 TO WHAT DEGREE DO THE TRADE ASSOCIATIONS IN WHICH YOUR COMPANY IS MOST ACTIVE PROVIDE GUIDANCE AND LEADERSHIP FOR THE INDUSTRY ?

		COMPANY SIZE		HOW ACTIVE IN TRADE ASSOCIATIONS			CORPORATE MANAGEMENT HELD POSITION IN ASSOCIATION		BENEFIT FROM TRADE ASSOCIATIONS		
	TOTAL	FORTUNE	MEDIUM	VERY ACTIVE	FAIRLY ACTIVE	NOT VERY ACTIVE	YES	NO	A GREAT DEAL	A FAIR AMOUNT	NOT MUCH/ NOT AT ALL
TOTAL	538	105	433	237	205	96	428	102	130	279	126
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
ASSOCIATIONS PROVIDE GUIDANCE											
A GREAT DEAL	115	23	92	65	40	9	100	14	58	49	7
	21.4	21.9	21.2	27.4	19.5	10.5	23.4	13.7	44.6	17.6	5.6
A FAIR AMOUNT	281	55	226	138	110	27	235	41	59	175	46
	52.2	52.4	52.2	58.2	53.7	31.4	54.9	40.2	45.4	62.7	36.5
VERY LITTLE	111	19	92	26	45	38	72	38	9	46	55
	20.6	18.1	21.2	11.0	22.0	44.2	16.8	37.3	6.9	16.5	43.7
NOT AT ALL	22	5	17	5	6	10	15	7	1	7	14
	4.1	4.8	3.9	2.1	2.9	11.6	3.5	6.9	.8	2.5	11.1
DON'T KNOW	9	3	6	3	4	2	6	2	3	2	4
	1.7	2.9	1.4	1.3	2.0	2.3	1.4	2.0	2.3	.7	3.2

(PERCENTAGES ROUNDED)
J013

Q.10 HOW MANY OF YOUR TRADE ASSOCIATION PROGRAMS DEAL WITH SERVICES OR PROGRAMS THAT ARE LITTLE OR NO BENEFIT TO YOUR COMPANY ?

		COMPANY SIZE		HOW ACTIVE IN TRADE ASSOCIATIONS			CORPORATE MANAGEMENT HELD POSITION IN ASSOCIATION		BENEFIT FROM TRADE ASSOCIATIONS		
	TOTAL	FORTUNE	MEDIUM	VERY ACTIVE	FAIRLY ACTIVE	NOT VERY ACTIVE	YES	NO	A GREAT DEAL	A FAIR AMOUNT	NOT MUCH/ NOT AT ALL
TOTAL	538	105	433	237	205	86	428	102	130	279	126
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
PROGRAM BENEFIT TO COMPANY											
A GREAT DEAL	46	5	41	10	19	17	32	14	5	14	27
	8.6	4.8	9.5	4.2	9.3	19.8	7.5	13.7	3.8	5.0	21.4
A FAIR AMOUNT	184	34	150	65	83	34	139	43	31	96	56
	34.2	32.4	34.6	27.4	40.5	39.5	32.5	42.2	23.8	34.4	44.4
VERY LITTLE	263	56	207	148	84	24	222	39	79	150	32
	48.9	53.3	47.8	62.4	41.0	27.9	51.9	37.3	60.8	53.8	25.4
NONE AT ALL	27	2	25	11	9	6	22	5	12	11	4
	5.0	1.9	5.8	4.6	4.4	7.0	5.1	4.9	9.2	3.9	3.2
DON'T KNOW	18	8	10	3	10	5	13	2	3	8	7
	3.3	7.6	2.3	1.3	4.9	5.8	3.0	2.0	2.3	2.9	5.6

(PERCENTAGES ROUNDED)
0014

Q.11 DO YOU THINK YOUR TRADE ASSOCIATION CAN BE MORE EFFECTIVE IF IT WORKS ALONE OR JOINS INTO A COALITION ?

	TOTAL	COMPANY SIZE		HOW ACTIVE IN TRADE ASSOCIATIONS			CORPORATE MANAGEMENT HELD POSITION IN ASSOCIATION		BENEFIT FROM TRADE ASSOCIATIONS		
		FORTUNE	MEDIUM	VERY ACTIVE	FAIRLY ACTIVE	NOT VERY ACTIVE	YES	NO	A GREAT DEAL	A FAIR AMOUNT	NOT MUCH/ NOT AT ALL
TOTAL	538	105	433	237	205	86	428	102	130	279	126
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
ASSOCIATION EFFECTIVENESS											
MORE EFFECTIVE IF WORKS ALONE	81	14	67	31	37	12	65	14	11	51	18
	15.1	13.3	15.5	13.1	18.0	14.0	15.2	13.7	8.5	18.3	14.3
MORE EFFECTIVE IF JOINS COALITION	364	70	294	167	133	57	294	67	96	176	90
	67.7	66.7	67.9	70.5	64.9	66.3	68.7	65.7	73.8	63.1	71.4
DEPENDS ON SITUATION	73	18	55	36	28	7	60	12	22	41	10
	13.6	17.1	12.7	15.2	13.7	8.1	14.0	11.8	16.9	14.7	7.9
DON'T KNOW	20	3	17	3	7	10	9	9	1	11	8
	3.7	2.9	3.9	1.3	3.4	11.6	2.1	8.8	.8	3.9	6.3

(PERCENTAGES ROUNDED)
0015

Q.12 IN THE NEXT FIVE YEARS WILL YOUR TRADE ASSOCIATION BECOME MORE OR LESS IMPORTANT TO THE OPERATIONS OF YOUR COMPANY ?

	TOTAL	COMPANY SIZE		HOW ACTIVE IN TRADE ASSOCIATIONS			CORPORATE MANAGEMENT HELD POSITION IN ASSOCIATION		BENEFIT FROM TRADE ASSOCIATIONS		
		FORTUNE	MEDIUM	VERY ACTIVE	FAIRLY ACTIVE	NOT VERY ACTIVE	YES	NO	A GREAT DEAL	A FAIR AMOUNT	NOT MUCH/ NOT AT ALL
TOTAL	538	105	433	237	205	86	428	102	130	279	126
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
NEXT FIVE YEARS											
MORE IMPORTANT	296	59	237	153	101	36	244	49	97	151	45
	55.0	56.2	54.7	64.6	49.3	41.9	57.0	48.0	74.6	54.1	35.7
LESS IMPORTANT	91	22	69	32	37	20	71	19	11	43	37
	16.9	21.0	15.9	13.5	18.0	23.3	16.6	18.6	8.5	15.4	29.4
NO CHANGE	127	21	106	46	57	22	98	27	21	71	35
	23.6	20.0	24.5	19.4	27.8	25.6	22.9	26.5	16.2	25.4	27.8
FIVE YEARS TOO FAR TO PROJECT	6	1	5	2	2	2	4	2		4	2
	1.1	1.0	1.2	.8	1.0	2.3	.9	2.0		1.4	1.6
DON'T KNOW	18	2	16	4	8	6	11	5	1	10	7
	3.3	1.9	3.7	1.7	3.9	7.0	2.6	4.9	.8	3.6	5.6

(PERCENTAGES ROUNDED)
0016

Q.13 IN THE PAST THREE YEARS HAS YOUR COMPANY, EITHER INDEPENDENTLY OR WITH OTHER COMPANIES, UNDERTAKEN ANY TRADE ASSOCIATION FUNCTION BECAUSE YOUR COMPANY BELIEVED THAT A TRADE ASSOCIATION WOULD NOT ADEQUATELY PERFORM THE TASK ?

		COMPANY SIZE		HOW ACTIVE IN TRADE ASSOCIATIONS			CORPORATE MANAGEMENT HELD POSITION IN ASSOCIATION		BENEFIT FROM TRADE ASSOCIATIONS		
	TOTAL	FORTUNE	MEDIUM	VERY ACTIVE	FAIRLY ACTIVE	NOT VERY ACTIVE	YES	NO	A GREAT DEAL	A FAIR AMOUNT	NOT MUCH/ NOT AT ALL
TOTAL	538	105	433	237	205	86	428	102	130	279	126
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
PERFORM ASSOCIATION TASK											
YES, INDEPENDENTLY	100	25	75	37	40	22	74	26	9	61	30
	18.6	23.8	17.3	15.6	19.5	25.6	17.3	25.5	6.9	21.9	23.8
YES, WITH OTHER COMPANIES	33	6	27	16	13	4	27	6	7	16	10
	6.1	5.7	6.2	6.8	6.3	4.7	6.3	5.9	5.4	5.7	7.9
YES, BOTH	30	7	23	10	10	8	23	7	5	14	10
	5.6	6.7	5.3	4.2	4.9	9.3	5.4	6.9	3.8	5.0	7.9
NO	350	61	289	166	134	48	286	60	99	178	71
	65.1	58.1	66.7	70.0	65.4	55.8	66.8	58.8	76.2	63.8	56.3
DON'T KNOW	25	6	19	8	8	4	18	3	10	10	5
	4.6	5.7	4.4	3.4	3.9	4.7	4.2	2.9	7.7	3.6	4.0

(PERCENTAGES ROUNDED)
0017

Q.14 WAS YOUR COMPANY MORE, OR LESS, EFFECTIVE THAN THE TRADE ASSOCIATION WOULD HAVE BEEN ?
BASED ON HAVE UNDERTAKEN TRADE ASSOCIATION ACTIVITY

		COMPANY SIZE		HOW ACTIVE IN TRADE ASSOCIATIONS			CORPORATE MANAGEMENT HELD POSITION IN ASSOCIATION		BENEFIT FROM TRADE ASSOCIATIONS		
	TOTAL	FORTUNE	MEDIUM	VERY ACTIVE	FAIRLY ACTIVE	NOT VERY ACTIVE	YES	NO	A GREAT DEAL	A FAIR AMOUNT	NOT MUCH/ NOT AT ALL
TOTAL	163 100.0	38 100.0	125 100.0	63 100.0	63 100.0	34 100.0	124 100.0	39 100.0	21 100.0	91 100.0	50 100.0
COMPANY EFFECTIVENESS											
MORE EFFECTIVE	69 42.3	13 34.2	56 44.8	20 31.7	26 41.3	20 58.8	46 37.1	23 59.0	7 33.3	36 39.6	25 50.0
LESS EFFECTIVE	15 9.2		15 12.0	3 4.8	10 15.9	2 5.9	12 9.7	3 7.7	1 4.8	11 12.1	3 6.0
DON'T KNOW	79 48.5	25 65.8	54 43.2	40 63.5	27 42.9	12 35.3	66 53.2	13 33.3	13 61.9	44 48.4	22 44.0

(PERCENTAGES ROUNDED)
0018

Q.14 WAS YOUR COMPANY MORE, OR LESS, EFFECTIVE THAN THE TRADE ASSOCIATION WOULD HAVE BEEN ?
BASED ON HAVE UNDERTAKEN TRADE ASSOCIATION ACTIVITY

		HAS YOUR COMPANY UNDERTAKEN ANY TRADE ASSOCIATION ACTIVITY WITHIN THE LAST THREE YEARS		
TOTAL	163	100	33	30
	100.0	100.0	100.0	100.0
COMPANY EFFECTIVENESS				
MORE EFFECTIVE	69	41	16	12
	42.3	41.0	48.5	40.0
LESS EFFECTIVE	15	9	2	4
	9.2	9.0	6.1	13.3
DON'T KNOW	79	50	15	14
	48.5	50.0	45.5	46.7

(PERCENTAGES ROUNDED)
0025

-Table 18-
(continued)

Q.19 SHOULD A TRADE ASSOCIATION TAKE A STAND ON ECONOMIC, LABOR, AND SOCIAL POLICY ISSUES THAT MATERIALLY EXCEED THE DIRECT SUBJECT OF THE INDUSTRY ?

		COMPANY SIZE		HOW ACTIVE IN TRADE ASSOCIATIONS			CORPORATE MANAGEMENT HELD POSITION IN ASSOCIATION		BENEFIT FROM TRADE ASSOCIATIONS		
	TOTAL	FORTUNE	MEDIUM	VERY ACTIVE	FAIRLY ACTIVE	NOT VERY ACTIVE	YES	NO	A GREAT DEAL	A FAIR AMOUNT	NOT MUCH/ NOT AT ALL
TOTAL	539	105	433	237	205	86	428	100	130	279	125
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
TAKE A STAND											
YES	175	27	148	71	74	26	138	34	34	94	45
	32.5	25.7	34.2	30.0	36.1	30.2	32.2	33.3	26.2	33.7	35.7
NO	330	74	256	148	121	56	262	64	85	165	79
	61.3	70.5	59.1	62.4	59.0	65.1	61.2	62.7	65.4	59.1	62.7
DEPENDS ON ISSUES	24	3	21	13	8	3	21	2	8	15	1
	4.5	2.9	4.8	5.5	3.9	3.5	4.9	2.0	6.2	5.4	.8
DON'T KNOW	9	1	8	5	2	1	7	2	3	5	1
	1.7	1.0	1.8	2.1	1.0	1.2	1.6	2.0	2.3	1.8	.8

(PERCENTAGES ROUNDED)
0019

Q.16 HOW WOULD YOU RATE THE MANAGEMENT PERFORMANCE OF THE STAFF EXECUTIVES OF THE TRADE ASSOCIATIONS IN WHICH YOUR COMPANY IS ACTIVE

		COMPANY SIZE		HOW ACTIVE IN TRADE ASSOCIATIONS			CORPORATE MANAGEMENT HELD POSITION IN ASSOCIATION		BENEFIT FROM TRADE ASSOCIATIONS		
	TOTAL	FORTUNE	MEDIUM	VERY ACTIVE	FAIRLY ACTIVE	NOT VERY ACTIVE	YES	NO	A GREAT DEAL	A FAIR AMOUNT	NOT MUCH/ NOT AT ALL
TOTAL	538	105	433	237	205	86	428	102	130	279	126
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
MANAGEMENT PERFORMANCE											
EXCELLENT	164	23	141	100	53	9	147	17	60	92	10
	30.5	21.9	32.6	42.2	25.9	10.5	34.3	16.7	46.2	33.0	7.9
GOOD	248	56	192	104	104	34	198	45	59	137	52
	46.1	53.3	44.3	43.9	50.7	39.5	46.3	44.1	45.4	49.1	41.3
FAIR	78	16	62	23	30	24	56	22	6	34	38
	14.5	15.2	14.3	9.7	14.6	27.9	13.1	21.6	4.6	12.2	30.2
POOR	19	2	17	4	5	10	10	9	1	5	13
	3.5	1.9	3.9	1.7	2.4	11.6	2.3	8.8	.8	1.8	10.3
DON'T KNOW	29	8	21	6	13	9	17	9	4	11	13
	5.4	7.6	4.8	2.5	6.3	10.5	4.0	8.8	3.1	3.9	10.3

(PERCENTAGES ROUNDED)
0020

Q.17 IS THIS BETTER, WORSE, OR ABOUT THE SAME AS IT WAS TEN YEARS AGO ?
BASED ON RATED PERFORMANCE

	TOTAL	COMPANY SIZE		HOW ACTIVE IN TRADE ASSOCIATIONS			CORPORATE MANAGEMENT HELD POSITION IN ASSOCIATION		BENEFIT FROM TRADE ASSOCIATIONS		
		FORTUNE	MEDIUM	VERY ACTIVE	FAIRLY ACTIVE	NOT VERY ACTIVE	YES	NO	A GREAT DEAL	A FAIR AMOUNT	NOT MUCH/ NOT AT ALL
TOTAL	505	97	412	231	192	77	411	93	126	268	113
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
COMPARE WITH TEN YEARS AGO											
BETTER	258	52	206	136	88	28	220	36	78	148	30
	50.7	53.6	50.0	58.9	45.8	36.4	53.5	38.7	61.9	55.2	26.5
WORSE	22	6	16	9	7	5	17	5	3	8	11
	4.3	6.2	3.9	3.9	3.6	6.5	4.1	5.4	2.4	3.0	9.7
ABOUT THE SAME	144	23	121	50	62	30	110	34	30	65	49
	28.3	23.7	29.4	21.6	32.3	39.0	26.8	36.6	23.8	24.3	43.4
DON'T KNOW	85	16	69	36	35	14	64	18	15	47	23
	16.7	16.5	16.7	15.6	18.2	18.2	15.6	19.4	11.9	17.5	20.4

(PERCENTAGES ROUNDED)
0021

Q.18 WITHIN THE PAST THREE YEARS HAS ANY MEMBER OF YOUR COMPANY'S CORPORATE MANAGEMENT HELD AN ELECTIVE POSITION OR SERVED AS A MEMBER OF A BOARD, COUNCIL, OR COMMITTEE OF A TRADE ASSOCIATION ?

		COMPANY SIZE		HOW ACTIVE IN TRADE ASSOCIATIONS			CORPORATE MANAGEMENT HELD POSITION IN ASSOCIATION		BENEFIT FROM TRADE ASSOCIATIONS		
	TOTAL	FORTUNE	MEDIUM	VERY ACTIVE	FAIRLY ACTIVE	NOT VERY ACTIVE	YES	NO	A GREAT DEAL	A FAIR AMOUNT	NOT MUCH/ NOT AT ALL
TOTAL	538	105	433	237	205	86	428	102	130	279	126
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
ANY MEMBER HELD POSITION											
YES	428	95	333	225	160	36	428		123	237	66
	79.6	90.5	76.9	94.9	78.0	41.9	100.0		94.6	84.9	52.4
NO	102	9	93	10	42	47		102	5	40	56
	19.0	8.6	21.5	4.2	20.5	54.7		100.0	3.8	14.3	44.4
DON'T KNOW	8	1	7	2	3	3			2	2	4
	1.5	1.0	1.6	.8	1.5	3.5			1.5	.7	3.2

(PERCENTAGES ROUNDED)
0022

TECHNICAL APPENDIX

SAMPLING TOLERANCES

In interpreting survey results, it should be borne in mind that all sample surveys are subject to sampling error - that is, the extent to which the results may differ from what would be obtained if the whole population had been interviewed. The size of such sampling errors depends largely on the number of interviews conducted.

The following tables may be used to estimate the sampling error of any percentage in this report. The computed allowances have taken into account the effect of the sample design upon sampling error. They may be interpreted as indicating the range (plus or minus the figure shown) within which the results of repeated samplings in the same time period could be expected to vary, 95 percent of the time, assuming the same sampling procedure, the same interviewers, and the same questionnaire.

The first table shows how much allowance should be made for the sampling error of a percentage:

Recommended Allowance for Sampling Error of a Percentage

	In Percentage Points (at 95 in 100 confidence level)*						
	Sample Size						
	500	400	300	200	100	75	50
Percentages near 10	3	3	3	4	6	7	8
Percentages near 20	4	4	4	5	8	9	11
Percentages near 30	4	4	5	6	9	10	13
Percentages near 40	4	5	5	7	10	11	14
Percentages near 50	4	5	6	7	10	11	14
Percentages near 60	4	5	5	7	10	11	14
Percentages near 70	4	4	5	6	9	10	13
Percentages near 80	4	4	4	5	8	9	11
Percentages near 90	3	3	3	4	6	7	8

The table would be used in the following manner: Let us say a reported percentage is 33 for a group which includes 300 respondents. Then we go to row

* The chances are 95 in 100 that the sampling error is not larger than the figures shown.

"percentages near 30" in the table and go across to the column headed 300. The number at this point is 5, which means that the 33 percent obtained in the sample is subject to a sampling error of plus or minus 5 points. Another way of saying that is that very probably (in 95 cases out of 100) the true figure would be somewhere between 28 and 38, with the most likely figure being the one obtained.

In comparing survey results in two samples, such as, for example, men and women, the question arises as to how large a difference there must be between them before one can be reasonably sure that it reflects a real difference. In the tables below, the number of points which must be allowed for in such comparisons is indicated.

Two tables are provided. One is for percentages near 20 or 80; the other for percentages near 50. For percentages in between, the error to be allowed for is between those shown in the two tables:

Recommended Allowance for Sampling Error of the Difference

In Percentage Points
(at 95 in 100 confidence level)*

TABLE A

Size of Sample	Percentages Near 20 or Percentages Near 80						
	500	400	300	200	100	75	50
500	5						
400	5	5					
300	6	6	6				
200	7	7	7	8			
100	9	9	9	10	11		
75	10	10	10	11	12	13	
50	12	12	12	12	14	14	16

* The chances are 95 in 100 that the sampling error is not larger than the figures shown.

Recommended Allowance for Sampling Error of the Difference

In Percentage Points
(at 95 in 100 confidence level)*

TABLE B

Size of Sample	Percentages near 50						
	500	400	300	200	100	75	50
500	6						
400	7	7					
300	7	7	8				
200	8	8	9	10			
100	11	11	11	12	14		
75	12	12	13	13	15	16	
50	15	15	15	15	17	18	20

Here is an example of how the tables would be used: Let us say that 60 percent of men responded a certain way and 40 percent of women responded that way also, for a difference of 20 percentage points between them. Can we say with any assurance that the 20 point difference reflects a real difference between men and women on the question? Let us consider a sample which contains approximately 200 men and 200 women.

Since the percentages are near 50, we consult Table B, and since the two samples are about 200 persons each, we look for the number where the column headed "200" and the row designated "200" intersect. We find the number 10 here. This means that the allowance for error should be 10 points, and that in concluding that the percentage among men is somewhere between 10 and 30 points higher that the percentage among women, we should be wrong only about 5 percent of the time. In other words, we can conclude with considerable confience that a difference exists in the direction and that it amounts to at least 10 percentage points.

If, in another case, men's responses amount to 22 percent, say, and

* The chances are 95 in 100 that the sampling error is not larger than the figures shown.

women's 24 percent, we consult Table A because these percentages are near 20. We look in the column headed "200", and see that the number is 8. Obviously, then, the two point difference is inconclusive.

FINAL COMMENTS

Each interview ended with the following statement: *That completes the interview, unless you would like to make any final comments about new directions in which you would like to see trade associations go in the future.*

Given this opportunity, one in five -- roughly 20% -- of executives from each company-size classification chose to comment. When interpreting these comments, it should be kept in mind that they are unlikely to be representative of the views of all business executives. Research has shown that people who are most vocal about any issue are often those who are most affected by an issue, who feel most strongly about an issue, and in particular, those who are most strongly opposed to or negative about an issue.

In order to provide some degree of structure to the presentation of these final comments, they are subdivided in two ways: (1) comments of Fortune company executives are presented separately from those of medium-sized company executives; and (2) specific suggestions concerning how associations can be made more effective are separated from other comments.

COMMENTS OF FORTUNE COMPANY EXECUTIVES

Suggestions for Increasing Associations' Effectiveness

Somehow they have to attract better talent - so political and subject to change. Knowledge, competence, a lot of energy required.

We should have fewer and stronger trade associations.

Trade associations cannot get into legal situations and probably should not.

Trade associations have to be more directed toward the lobbying aspects and not build staffs to get into specialized areas competing with the companies - we have more experience.

Our main complaint is that they are "generalists". It is difficult to get them to act on specific issues. They should work harder to do that.

I would like to see more social awareness, more company involvement in such issues. I would like to see these issues better articulated through coalitions.

Should be more effective in anticipating public affairs issues.

Trade associations should bring the point of view of industry as forcefully as possible to the media. Whether or not this will be successful or not I don't know.

Should become less hard advocates of the business point of view and more representative of the "good of society".

Improve their management. Also to be more in tune to the industry's needs, rather than being professional managers.

The associations we deal with do a fine job. The functions they deal with vary depending on their size, but they do a good job cutting across boundaries between large and small and in following their charters. I think the executive committees should periodically review the charters.

I would like to see high technology associations zero in more on trade issues. Within our company we're pushing that direction. Trade has become a major issue in the United States and we cannot afford to be as casual about it as we used to be. It is an issue that is really boiling to the top.

COMMENTS OF FORTUNE COMPANY EXECUTIVES

Other Comments

Trade associations are doing as good a job as can be expected. Things will be better when economy is better.

Trade associations are doing a commendable job.

Industry type of association has difficulty walking line between helping on a specific issue to a few companies and pacifying the rest of the industry on the same issue.

Best purposes of trade associations are to deal with the government and general public. Every industry today must interface with the general public and government. In today's economy the trade association acts as a collective representative for the industry and serves as a great boost for the industry.

They are overpriced and undereffective.

There are too many of them.

Most important function is to deal with governmental affairs.

The amount we get out of trade associations depends on what we put into them.

I think the trade association is doing an excellent job in the chemical field.

COMMENTS OF MEDIUM-SIZED COMPANY EXECUTIVES

Suggestions for Increasing Associations' Effectiveness

They need to make the public aware of the industry and make them realize that the industry is not a monster trying to soak them for every penny it can.

They could help identify computer programs for our specific industry needs, especially data bases.

To be a vehicle through which they can further represent the viewpoint of business to government and better inform the general public. Trade associations can also promote the interests of small business throughout the country and the environments in which small business spring from.

Trade associations should be in the forefront in explaining the necessities of the industry to government and the public - do more lobbying.

Basically I'd like to see a trade association and its staff be more effective. Consultations and speakers - the talent isn't what it should be for communication to the public.

I suppose they could do a better job regarding public image. They should know how important we are to their everyday lives.

I think the greatest direction is to continue to work on "value-received." Some of the larger companies can squeeze out smaller companies; that shouldn't happen. We've got to be willing to drop everything else sometimes to work on a particular important issue. Also they have to be careful about the growth in their staff - some might be getting overstaffed. They should seek an optimum.

Need to take a more active role in politics.

Become more involved in government affairs across the board. Directly involved with legislators.

Foreign imports and exports. Trade associations should get involved in this and educate the industry about what's out there.

Respond to needs of industry. Communicate with industry what is going on and projected prognosis.

We don't need any more of them. They should minimize the amount of correspondence. They send too much literature, they're bogging us down with it. They should get more on-hand knowledge of what the industry is doing. They should keep dues down.

Avoid duplication in associations. Too much competition.

COMMENTS OF MEDIUM-SIZED COMPANY EXECUTIVES

Suggestions for Increasing Associations' Effectiveness (cont'd...)

Trade associations cover far too many subjects - they should concentrate. They should increase governmental influence.

There is possible need for further consolidation through merger or joint effort on specific projects.

I'd like to see them become more aggressive in the private sector as opposed to the public sector; to respond to the government's challenge to take on social burden.

Creation of better ideas for their own industry.

Concentrate on state legislators as opposed to federal lobbying, especially if Federalism takes hold. It is easier for large corporations to monitor Washington.

Some trade associations are ineffective. The trend to combine certain trade associations is worthwhile.

Promoting more public image.

I think most trade associations are not using enough technology - standardizing information on industry. Too much is taken over by government agencies.

I think the trade associations should be returned to the membership, not the staff. I feel the objectives are poorly defined and poorly carried out by the staff.

I would like to have them more responsive - by democratic elections and constant change of officers. More surveys of opinion is helpful.

I would give emphasis on what is known as advisory council within the trade associations. I would give people outside of the elective board a platform to speak from.

More social consciousness. More forthrightness in lobbying with government.

I would probably like to see trade associations boost manpower so they can keep right on top of changes in the industry and quickly make these facts known to us. I feel this would make our association with trade associations much more desirable.

I would like to see less duplication in associations. I would also like to see consolidation among associations so there can be one massive voice representing the needs of industry. In some associations this uniting is viable, in some it is quite impossible.

COMMENTS OF MEDIUM-SIZED COMPANY EXECUTIVES

Suggestions for Increasing Associations' Effectiveness (cont'd...)

Writing suggested computer programs for the industry so that each company doesn't have to "reinvent the wheel."

Need to do better at communicating and determining real direction and needs of the membership. Also need to work at better forecasting of economic conditions and other future events that will affect a particular industry.

Trade associations could be more active in establishing written standards as an assistance to industry. Only doing about 5% of what could be done at present.

Would like to see the associations become more oriented to smaller corporations.

I think associations should expand in the electronics field. They should look at types of new kits and new markets popping up now. We had to cover these areas on our own.

Other Comments

We are well served by the association we belong to. We are a powerful force within industry and often carry more clout than the associations.

Trade associations could be invaluable if properly directed, but they have generally proven to be largely social.

I believe our association has been responsive and expect it will be responsive in the future.

I feel that the best trade associations have to offer in my particular industry is relating the government's position to industry and relating industry's position to the government. In a climate such as this, laws that are enacted can better serve American business.

Varied interests of insurance companies prohibit emergence of strong trade associations. Perhaps of all businesses, insurance needs the kind of public relations that a trade association can provide.

They lack the freedom needed to be effective.

I think they can't provide much that would be of use to us.

Labor relations is the most important thing the trade association can do for us.

COMMENTS OF MEDIUM-SIZED COMPANY EXECUTIVES

Other Comments (cont'd...)

Industry owners should band together rather than rely on trade associations. They are totally feckless.

Times have changed so rapidly that it is impossible for associations to have a feel for conditions, unless they get closer to the people in the industry. Sometimes they have their heads in the clouds.

I feel that people or companies that respond will be companies that are active in trade associations and believe in them and refusals will be by nonbelievers.

Trade associations in today's economy are being reevaluated to be sure there is sufficient value in time and money in memberships.

Trade associations are not as effective in public image building because they are too busy trying to be loved by the public. They are trying to educate rather than being the representative of the economic animals corporations are.

The function which is most important is providing suppliers with contacts for meetings. This makes a big difference in cost. For example, I recently attended a meeting in which I addressed 500 customers at once. That takes a lot of phone calls.

Times are changing, and many associations are not changing with the times. The result is they are losing some of the membership. Also the sign of the times because cost in relation to the value is not equitable.

Associations are most effective in lobbying. They should continue to do that.

There is not much you can do, they are so regulated.

Although national associations basically do a good job, they are sometimes too slow in getting timely information to us. One of the reasons medium-sized companies, such as ours, are not more active in national associations is because larger corporations are able to exert a great amount of influence over associations even though their payment of dues is not appreciably higher than companies such as ours. The influence they exert is just too lopsided.

Trade associations are worthwhile. They develop a common denominator "voice in Washington".

We do not feel that there is any lack in the <u>number</u> of trade associations.

Too many -- they ought to consolidate. Too much overlapping of efforts by trade associations.

COMMENTS OF MEDIUM-SIZED COMPANY EXECUTIVES

Other Comments (cont'd...)

I would like to see them earn more credibility. They get involved in things that are biased. They get involved in so much and go into it half-cocked without all the information, and then someone shows them how one sided their arguments are. It's like crying wolf.

Some people are concerned with trade associations being special interest groups. It frightens them that government is extremely affected by these minorities.

My comments regarding trade associations have to do with their involvement in changes in the laws, and I believe that is not what your survey is looking for.

I feel trade associations can be a useful function if they are properly run. The problem is when they operate mainly as a social function - not as a purposeful association.

I approve of the trade associations' political action committees.

Associations cannot afford to get caught up in the mechanisms of their bureaucracies when problems arise. They must find a way to jump right in and stay on top of problems, when problems first occur, and then be able to solve these problems.

Trade associations to which I belong are "first class" and located in Washington, D.C. I foresee a future merger of several associations which will benefit everyone.

Trade associations in general need to actively inform the public from their point of view -what their assessment of economic conditions are and future predictions, maybe general assessments of conditions as well.

Our executives are fairly strong trade association people, and we try to cooperate as much as possible.

Trade associations need to understand the purpose for which they are in business. Too much time is spent on social activities. I have tried several trade associations and have not been happy with any of them.

Trade associations must strengthen their position vis-a-vis legislators.

COMMENTS OF MEDIUM-SIZED COMPANY EXECUTIVES

Other Comments (cont'd....)

Corporate management should be more active in lobbying. I would rather see a CEO active in bringing issues to the attention of Congress then see a trade association member do the same task.

They have got to get the message across to government. Trade associations have to protect people, programs, and get information to the public which government should get out of.

They should not be speciality oriented.

Trade associations are not active enough in legislation. They don't get involved enough in legislation in our area, maybe because the leadership is not strong enough.

Our trade association is very active. They are inclined to be "empire builders". They publish for the sake of publishing, rather than attacking problems. They expand into areas that may not be germane. In our case - in the insurance business - we have two factions, stock-life and mutual-life. In many cases the interests are not compatible. Basically income tax is involved. One national association is wishy-washy because they don't want to take sides.

The trade association's primary function is in government relations.

I would like to see the salaries of the executive management be made public, because we are the members paying these salaries. Also, the trade associations are going into areas in which they have no business.

Trade associations are good for making friends - that's about it.

Just more effective politically.

The Gallup Organization, Inc.

GALLUP SOCIAL SCIENCE RESEARCH GROUP

53 Bank Street
P.O. Box 310
Princeton, N.J. 08540
(609) 924-9600

March 29, 1982

Name
Company
Street Address
City, State Zip

Dear

In the coming weeks The Gallup Organization, Inc. will conduct a survey of executives' opinions of corporate membership in trade associations. As a part of this study we would like to interview the person in your company who is most knowledgeable of your company's corporate membership or potential corporate membership in trade associations. The interview will be conducted by telephone and will require only ten minutes. The names and answers of all respondents will remain completely confidential, and all study participants will receive a full report of the survey results.

A representative from The Gallup Orgarization, Inc. will contact your office in approximately one week to request the name of the individual in your company to be interviewed. If you should have any questions regarding this study, please feel free to contact me at 609-924-9600, extension 265.

Thank you very much.

Sincerely,

Nancy Nygreen, Ph.D.
Manager
Gallup Social Science Research Group

NN/d

Interviewer's Name: _____

Time Started: _____

SURVEY OF CORPORATE EXECUTIVES' ATTITUDES TOWARD TRADE ASSOCIATIONS

Time Ended: _____

A GALLUP SURVEY

GO8215

Total Time: _____

March 1982

Date: _____

Med. Co. [ ] Fortune [ ]

Region #: _____

Hello, my name is _____, and I am calling from The Gallup Organization. A week ago we sent (NAME OF CEO) a letter concerning a survey that The Gallup Organization is conducting on the attitudes of business executives toward trade associations. I would like to (interview/set up an appointment to interview) the person (NAME OF CEO) chose to participate in this study.

1. How active is your company in trade associations: very active, somewhat active, or not very active?

   1[ ]Very active
   2[ ]Somewhat active — GO TO Q.3
   3[ ]Not very active - ASK Q.2
   y[ ]DK - GO TO Q.3

2. Why do you think your company is not more active in trade associations?

   _____

   _____

   _____

   _____

   _____

3. Overall, how much does your company benefit from its corporate memberships in trade associations: a great deal, a fair amount, not very much, or not at all?

   1[ ]A great deal
   2[ ]A fair amount
   3[ ]Not very much
   4[ ]Not at all
   y[ ]DK

4. How effective are the trade associations in which your company is most active in each of the following areas? First, how effective are your trade associations in: (READ X'ed ITEM) very effective, somewhat effective, or not effective? (ASK FOR REST OF LIST.)

	Very Effective	Somewhat Effective	Not Effective	DEPENDS VOLUNTEERED	DK
a. Forecasting future problems to be faced by the industry	1[ ]	2[ ]	3[ ]	4[ ]	y[ ]
b. Presenting industry's position to government	1[ ]	2[ ]	3[ ]	4[ ]	y[ ]
c. Continuing education	1[ ]	2[ ]	3[ ]	4[ ]	y[ ]
d. Keeping your company informed of new developments in the industry	1[ ]	2[ ]	3[ ]	4[ ]	y[ ]
e. Research and development	1[ ]	2[ ]	3[ ]	4[ ]	y[ ]
f. Maintaining good relations between the industry and the public	1[ ]	2[ ]	3[ ]	4[ ]	y[ ]
g. Determining industry standards	1[ ]	2[ ]	3[ ]	4[ ]	y[ ]
h. Maintaining good relations with customers or suppliers	1[ ]	2[ ]	3[ ]	4[ ]	y[ ]
i. Promoting public image or public information to the general public	1[ ]	2[ ]	3[ ]	4[ ]	y[ ]
j. Providing a forum to meet vendors or competitors, to discuss mutual problems and make potential client contacts	1[ ]	2[ ]	3[ ]	4[ ]	y[ ]

5. Which of those trade association functions are more important to your company? (READ LIST ONLY IF NECESSARY. ALLOW MORE THAN ONE RESPONSE.)

0. Forecasting future problems to be faced by industry ..... 0[ ]

1. Presenting industry's position to government ..... 1[ ]

2. Continuing education ..... 2[ ]

3. Keeping your company informed of new developments in the industry ..... 3[ ]

4. Research and development ..... 4[ ]

5. Maintaining good relations between the industry and the public ..... 5[ ]

6. Determining industry standards ..... 6[ ]

7. Maintaining good relations with customers or suppliers ..... 7[ ]

8. Promoting public image or public information to the general public ..... 8[ ]

9. Providing a forum to meet vendors or competitors to discuss mutual problems and make potential client contacts ..... 9[ ]

x. Other (SPECIFY) _____

_____ ..... x[ ]

y. DK ..... y[ ]

6. If trade associations were prohibited by law, to what degree would your company be handicapped: a great deal, a fair amount, very little, or not at all?

1[ ]A great deal

2[ ]A fair amount

3[ ]Very little

4[ ]Not at all

y[ ]DK

7. What, if any, major industry needs do your trade associations fail to meet? (PROBE FOR FULL RESPONSE.)

FIRST RESPONSE: _____

_____

SECOND RESPONSE: _____

_____

OTHER RESPONSES: _____

_____

8. Regardless of whether your trade associations agree with your company's point of view, do you think your company's interests or point of view generally receive adequate consideration from the trade associations in which your company is most active?

1[ ]Yes
2[ ]No
3[ ]DEPENDS ON ASSOCIATION OR SITUATION - VOLUNTEERED RESPONSE
y[ ]DK

9. To what degree do you think the trade associations in which your company is most active provide guidance and leadership for the industry: a great deal, a fair amount, very little or not at all?

1[ ]A great deal
2[ ]A fair amount
3[ ]Very little
4[ ]Not at all
y[ ]DK

10. How many of your trade association programs deal with services or programs that are of little or no benefit to your company: a great deal, a fair amount, very little, or none at all?

1[ ]A great deal
2[ ]A fair amount
3[ ]Very little
4[ ]None at all
y[ ]DK

11. Trade associations sometimes participate in a coalition with other associations that have a common interest in a particular governmental issue. In general, do you think your trade association can be more effective if it works alone or if it joins into such a coalition?

1[ ]More effective if works alone

2[ ]More effective if joins coalition

3[ ]Depends on situation - VOLUNTEERED

y[ ]DK

12. In the next five years, do you think your trade associations will become more important or less important to the operations of your company?

1[ ]More important

2[ ]Less important

3[ ]No change - VOLUNTEERED

4[ ]Five years too far to project - VOLUNTEERED

y[ ]DK

13. In the past three years has your company, either independently or in association with other companies, undertaken any activity that is normally the function of a trade association because your company believed the task would <u>not</u> be adequately performed through an association?

1[ ]Yes, independently

2[ ]Yes, in association with other companies

3[ ]Yes, both independently and in association with other companies

4[ ]No ─┐
y[ ]DK ─┘ GO TO Q.15

14. Do you think your company was more, or less, effective than the trade association would have been?

1[ ]More effective

2[ ]Less effective

y[ ]DK

15. In your opinion should a trade association take a stand on economic, labor, and social policy issues that materially exceed the direct subject of the industry?

1[ ]Yes

2[ ]No

3[ ]Depends on issues - VOLUNTEERED RESPONSE

y[ ]DK

16. How would you rate the management performance of the staff executives of the trade associations in which your company is most active: excellent, good, fair, or poor?

1[ ]Excellent
2[ ]Good
3[ ]Fair
4[ ]Poor
y[ ]DK - GO TO Q.18

17. Is this better, worse, or about the same as it was ten years ago?

1[ ]Better
2[ ]Worse
3[ ]About the same
y[ ]DK

18. Within the past three years has any member of your company's corporate management held an elective position or served as a member of a board, council, or committee of a trade association?

1[ ]Yes
2[ ]No
y[ ]DK

That completes the interview, unless you'd like to make any final comments about new directions in which you would like to see trade associations go in the future.

_____

_____

_____

_____

_____

_____

INTERVIEW CONTINUED ON NEXT PAGE . . .

I'd like to confirm your company address so we can send you a copy of the survey results. (RECORD ALL INFORMATION FROM CONTACT SHEET WITH ANY CORRECTIONS.)

NAME: _____

TITLE: _____

COMPANY NAME: _____

COMPANY ADDRESS: _____
P.O. Box or Street Address

_____ _____ _____
City State Zip

INTERVIEWER READ: Thank you very much. Have a nice day.

* * *

I hereby attest that this is a fair and honest interview.

_____
Interviewer's Signature

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